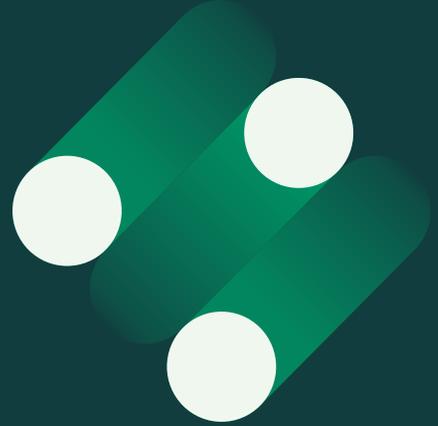




Executive  
Education



# INSEAD Executive Education for Google

## Partner Programmes

The Business School  
for the World®

# INSEAD + Google = Inspirational Business Leaders

Google has joined forces with INSEAD, the business school for the world, to offer Googlers a carefully selected suite of executive development programmes. Working with senior leaders at Google, we have identified the INSEAD programmes that best align with the business and capability development opportunities at Google. Participation in one or more of these cutting-edge INSEAD programmes will enrich the deep digital and technological expertise you are assimilating in your role at Google, with unique thought leadership on a wide range of business and leadership topics.

INSEAD's executive education programmes are designed to fast-track the transfer of practical business knowledge, helping individuals and organisations to confidently deal with challenges and seize the opportunities of today and beyond. Participating in our programmes means being challenged and inspired by our world-class faculty and also by experienced and energetic classmates from a wide range of industries, from all around the globe. We will stretch your thinking and question your assumptions. You will learn from us and we will learn from you. An INSEAD experience is global, entrepreneurial, rigorous and demanding and we are confident we can help you maximise your impact within Google, with your clients and in the world beyond.

So, be ambitious, be bold and take on the challenge of an INSEAD executive programme.

INSEAD is immensely proud to be partnering with Google and we hope to welcome you onto an INSEAD programme sometime soon!

Find out more about the Google - INSEAD partnership at [go/INSEAD](https://www.insead.edu/go/INSEAD)

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# INSEAD Online Programmes

## Access the business school for the world, from anywhere.

INSEAD Online leads the world with unparalleled access to its pioneering nextgeneration 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.

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. Designed for busy executives and teams, our online programmes combine a unique mix of elements, including innovative content, Learning Coaches and Action Learning Projects.

## Executive Presence and Influence

**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 4 to 10+

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

- Communicating Ideas and Storytelling: Explore concepts that help craft relevant, memorable and impactful messages.
- Unlocking 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. Explore how it can aid in your communication and presence
- 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. Explore how to build it, and keep it
- The Science of Influence and Charisma: Develop and apply interpersonal persuasion skills and understand the importance of strategy formulation, inspirational and charismatic leadership, managerial agility, and emotional intelligence

- 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.

## INSEAD Lead the Future

**LENGTH** 12 months

**GOOGLER LEVEL** Levels 4 to 10+

- 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.

The programme is built on three core pillars with core and elective programmes carefully selected to provide you with a rounded and integrative perspective on effective leadership today.

- Sensing Value: Scan the environment, identify the real trends and shifts affecting business and assess what really matters strategically to you
  - Delivering Value: Reconnect structures and systems within the organisation, to be able to adapt quickly to changes in the environment
  - Sustaining Value: Evaluate and identify what brings real long-term value and meaningful impact to your stakeholders
- Lead integrates four obligatory core topics and three elective tracks so you can customise your learning to your needs and objectives. Core modules are enriched by an Action Learning Project (ALP) that challenges you to apply new ideas to an existing, real-life business problem.

The programme concludes with a Capstone project: three days of face-to-face workshops and classes.

- Lead yourself, your team and your organisation. Master new ideas, new approaches and research-backed frameworks
- 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
- Advance your understanding and your personal development as you continuously apply your learning in real time to real-world business challenges and problems
- Drive sustainable value and meaningful change in your leadership and across your organisation

## Strategic Negotiations

**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 4 to 10

- Executives who need to interact with others to get results, including those involved in mergers, acquisitions or joint-venture negotiations, project managers, human resources managers, sales and procurement managers, audit and compliance managers and key-account managers
- Suitable for past participants of the Negotiation Fundamentals on-demand online programme who wish to complete INSEAD Online Certificate in Negotiation.

- Win-win, win-lose, value and power concepts and communication strategies
- The risks and rewards of different negotiation choices
- Defining success in ways that can make your negotiation easier or harder to succeed
- Strategically framing negotiations. Relationship building mistakes in negotiation, efficient and positive short and long-term relationship building strategies
- Advanced value creation and claiming techniques.

- Expand your ability to address negotiation challenges with a strategic mindset
- Become able to diagnose and embrace a probabilistic approach to maximise value and reduce risks
- 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.

## Advanced Negotiations<sup>(1)</sup>

**LENGTH** 4 weeks

**GOOGLER LEVEL** Levels 4 to 10

- 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.

- Complete two mandatory electives - Critical Moments and Difficult Behaviours - that will ground you in the dynamics of expert negotiation
- Choose 3 of 6 additional electives to customise your learning
  - Virtual Negotiation or Internal Team Negotiations
  - Negotiation Conflict (Emotions, Difficult Conversations and Mediation) or Cross-cultural & Gender Negotiations
  - Negotiation Power & Power Differences or Multiparty Negotiation, Conscientious Building & Stakeholder Management.

- Master the intricacies of successfully negotiating advanced challenges. Select the electives to suit your needs.
- 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 an official INSEAD Certificate in Negotiation.

## Business Strategy and Financial Performance (Available in French)

**LENGTH** 7 weeks

**GOOGLER LEVEL** Levels 4 to 7

- High-potential individuals 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.

- Develop the big picture perspective: strategic thinking involves linking individual decisions and actions to the overarching organisational objective of enhanced, sustainable performance
- Learn 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
- Explore strategy execution from a financial perspective: 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 your ability to think strategically and see the big picture so that you can align an organisation's internal resources and capabilities with its evolving external environment
- Learn to take a value 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.

## Driving Digital Marketing Strategy

**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 4 to 7

- Executives and senior managers from all business areas and professionals who thrive to develop a strategic understanding of digital marketing strategy
- 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.

- 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
- Learn the steps to build a customer-centric digital marketing organisation and leverage digital solutions to improve marketing speed and efficiency
- Learn when and how you can leverage "big" data to generate customer insights and embed these insights into your products and services strategy
- 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 create and deliver 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
- Effectively implement and execute a digital marketing strategy in your organisation by recognising and utilising key drivers.

## Developing Emerging Leaders



**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 4 to 10

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

- Lead yourself: the first step in your leadership journey is learning how to lead yourself. Only when you have learnt to understand and monitor yourself will you be able to become a mindful and effective leader
- Lead others: your behaviour affects how others in your team and environment perceive you. Exceptional leaders exhibit certain behaviours that make people want to work for them
- Lead teams: a digital world calls for a different style of leading and forming collaborations. Effective leaders adapt to the dynamic nature of the digital age and create an environment that fosters meaningful and positive collaboration.

- Learn to monitor and mould your own behaviour and grow your awareness of how it affects others
- Discover how to create a workspace that motivates your team members to give their best while becoming skilful at providing feedback and having difficult conversations
- Build successful teams by forming meaningful collaborations in a digital organisation.

<sup>(1)</sup>Please note that this programme is only open to past participants of the Strategic Negotiations programme OR the Negotiation Dynamics programme.

## Financial Analysis for Non-Financial Managers

**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 4 to 7

The programme is designed for executives who require a better understanding of the financial impact of strategic choices, 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.

- Establish your financial acumen. Learn what is Balance Sheet, Income Statement and Statement of Cash Flows and how they connect to each other
- Understand how to link financial and non-financial performance measures to your project's or overall organisation's strategy and objectives
- Develop a method for identifying relevant information for every type of organizational decision
- Learn why is the metric Return on Invested Capital (ROIC) important and how to use it to evaluate productivity
- Understand how does ROIC relate to free cash flow and valuation and what are the preferred methods we can use to make strategic decisions based on forecasts of ROIC and value.

- 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).

## Advancing Diversity and Inclusion

**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 4 to 10

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

The programme is also relevant for human resources, and diversity and inclusion specialists.

- Explore systematic challenges that block the progress of talented people from underrepresented backgrounds
- Discover the pitfalls that sabotage well-intentioned programmes and interventions
- Identify champions to lead inclusion throughout your organisation and design a game-changing DEI strategy
- Set the right KPIs and targets using the right data
- Explore how to create a climate of psychological safety for all your people
- Rethink the physical and visual representation of your organisation to promote diversity and inclusion.

- 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.

## Leadership Communication with Impact

**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 4 to 10

- Executives in leadership positions at all levels, looking to improve their impact and performance through more effective leadership communication.

- Develop your communication style: the first step in your journey to becoming a more effective communicator is to consider your personal communication style and preferences
- Develop 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
- Develop your message and presence skills: 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.

- 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 an 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.

## Leading Organisations in Disruptive Times



**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 6 to 10

- Senior executives and general managers responsible for setting and implementing the strategic direction of their organisation
- Executives preparing to transition into such roles.

- Understand why making decisions is 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
- Understand in more detail why change in the context of digitisation can be so difficult and discover ten pillars of research-backed good practices for leading organisational change
- 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 understand the difference between hard and soft power, and why developing the latter is important.

- Understand the key challenges senior leaders face in leading more complex organisations
- Master and deploy practical tools (including the Fair-Process Leadership approach) for helping teams make critical decisions
- Improve your ability to manage large, formal change management processes
- Leverage 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.

PROGRAMME

## Strategy in the Age of AI and Digital Disruption



**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 4 to 10

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 a deep expertise and passion for digital and whose roles and projects are becoming increasingly strategic for their organisations.

Given the strategic orientation of the programme, participants should typically have at least 10 years' professional experience.

CONTENT

- Understand how digital is transforming the business landscape and how to adapt
- Create value and capture your share: to thrive in a disruptive environment, you need to have a robust business model that supports value creation, and more importantly, value capture
- Build a sustainable competitive advantage: in a digital world, businesses need strategic agility and the flexibility to respond quickly, but success still depends on having a long-term plan, which is only possible by integrating execution with formulation and analysis.

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.

## Transforming Your Business with AI

**LENGTH** 5 weeks

**GOOGLER LEVEL** Levels 6 to 10

- 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.

- Understand what AI is and the AI applications across various sectors.
- Manage the implementation of AI and Machine Learning based projects within the organisation.
- Learn how to implementing AI with external expertise.
- Compare two approaches of machine learning - correlation and causation, discuss important tools for each and develop frameworks for when to use each.
- 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.

- 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.

# INSEAD Microcredentials

Elevate your skills, on-demand



## 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



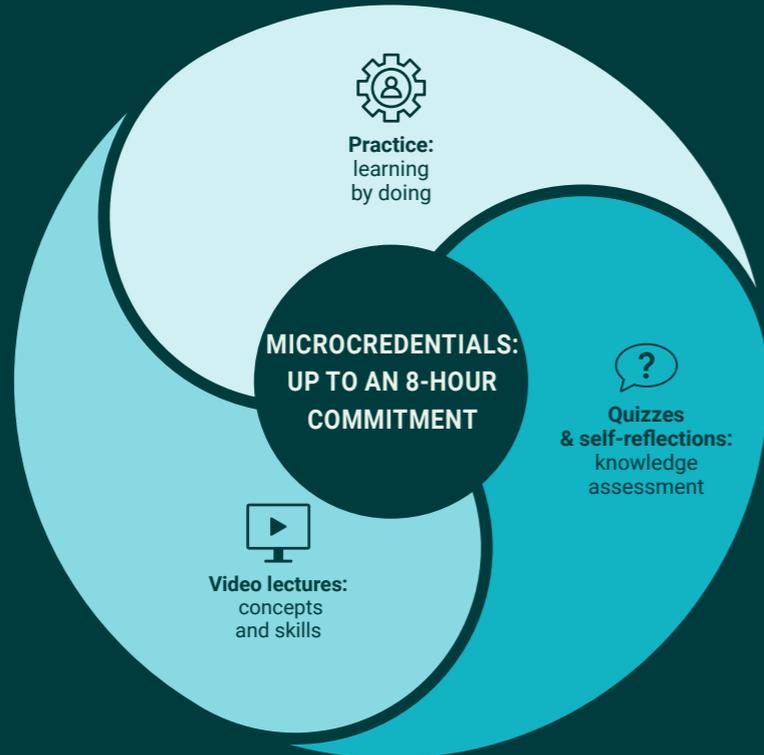
## Certified

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.



### PROGRAMME

## Negotiation Fundamentals

NEW

INSEAD Microcredential

**LENGTH** 6-8 hours, on-demand

**GOOGLER LEVEL** Levels 4 to 10

### 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
- Individuals who wish to begin their journey towards an official Certificate in Negotiation with INSEAD.

### CONTENT

- Gain a solid understanding of science-based negotiation knowledge and fundamental parameters in every negotiation
- Examine the elements that allow for a transition from the foundation of bargaining to more sophisticated negotiation processes, the challenging aspects of collaborative negotiations and how to ask questions well
- Develop knowledge and tactics that allow for a transition from the foundation of bargaining to more sophisticated negotiation processes
- Improve negotiation listening and advocacy abilities.

### 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.

## Building Strategic Partnerships and Ecosystems

NEW

INSEAD Microcredential

**LENGTH** 6-8 hours, on-demand

**GOOGLER LEVEL** Levels 4 to 10

- 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.

- Understand strategy, build successful alliances, and use tools like the "alliance jigsaw" to unlock innovation across partner networks
- Understand platform dynamics, including their attractiveness and competitive advantages. Learn how to design successful platforms and identify their value sources through a practical design exercise
- Understand how adaptive ecosystems drive digital transformation, build them effectively, and leverage partner innovation using the "alliance jigsaw."

- 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.

## Driving Innovation for Growth

NEW

INSEAD Microcredential

**LENGTH** 6-8 hours, on-demand

**GOOGLER LEVEL** Levels 4 to 10

- 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.

- Redefine prosperity, balance innovation with execution, and build innovation capability
- Explore, model, and coach the five critical behaviours of innovative leaders, and assess your own leadership strengths using the Innovator's DNA self-assessment tool
- Master the innovation process, embrace insights, and define customer needs through prototyping and customer personas
- Discover industry best practices for innovation, explore leadership, governance, infrastructure, and culture in leading organisations, and reflect on their applicability to your own context.

- 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.

## Leading through Change and Uncertainty

NEW

INSEAD Microcredential

**LENGTH** 6-8 hours, on-demand

**GOOGLER LEVEL** Levels 4 to 10

- 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.

- Redefine leadership for uncertainty, develop your personal uncertainty ability, and assess your strengths with the Uncertainty Ability Assessment
- Reframe uncertainty as possibility, learn tools to rethink frontiers, craft transformation stories, and build your uncertainty manifesto
- Build resilience to uncertainty, master tools to balance it, understand risks, and reimagine resources
- Reveal possibilities within uncertainty, deploy tools to assert values, build cognitive flexibility, and learn in fog
- Sustain yourself and your team through setbacks, cultivate optimism, ride the waves, leverage technology for resilience, and focus on future development.

- 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.

## Mastering Creative Thinking

NEW

INSEAD Microcredential

**LENGTH** 6-8 hours, on-demand

**GOOGLER LEVEL** Levels 4 to 10

- 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.

- Understand user needs through empathy, leverage journey mapping to build empathy and discover insights, and develop an inquiring mindset to formulate meaningful innovation challenges
- Understand the drivers and barriers to creativity, learn strategies to overcome creative blocks, and cultivate a mindset that seeks creative solutions
- Understand design iteration and agile approaches, appreciate the value of rapid prototyping, and cultivate a mindset that embraces experimentation and learning from failure.

- 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.

# INSEAD Open Programmes

## Drive impact. Alter the course of business

INSEAD Executive Education elevates the skills needed to lead and thrive in a rapidly changing world. With campuses across the globe we bring together a diverse community of executives to enrich their perspective as leaders.

We continuously adapt our programmes to reflect the most critical needs and opportunities of our time. Every programme provokes leaders to step outside their comfort zone and challenge their preconceived notions to drive meaningful impact at their organisations.

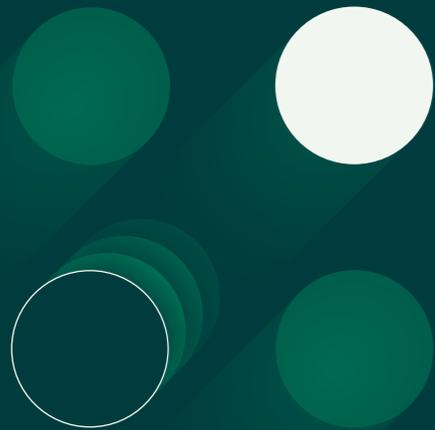
To continue supporting you through these challenging times, we are pleased to offer many of our programmes in both face-to-face and virtual delivery formats. Indeed, we believe that investing in your development is as important now as ever before – and critical for future success.

Our live virtual programmes are our campus programmes redesigned for remote delivery. They feature the same course content, world-class faculty and diverse participants you can expect from the on-campus sessions.

Taking place in real-time, they enable you to join our Executive Education open programmes from wherever you are in the world.

# Leadership

Effective managers do not always make strong leaders. They have to learn new skills and gain new self-awareness in order to influence and inspire those around them. And in today's increasingly international business environment, they also need to adapt their skills and self-awareness to lead across cultures and borders.



## PROGRAMME

### Aspiring Women Leaders Programme

**LENGTH** 3 days

**GOOGLER LEVEL** Levels 4 to 6

## PARTICIPANT PROFILE

The programme has been designed for high performing women who:

- Have 5 to 10 years professional experience (with or without management experience)
- Are tapped as high-potential by their organisation, and are aspiring to move into leadership roles
- Possess a strong drive to develop their leadership skills and engage in personal growth.

## CONTENT

Through a blend of theory, hands-on exercises, coaching and networking activities, INSEAD's Aspiring Women Leaders Programme will accelerate your understanding of how selfhood and identity interacts with leadership and agency. You will explore:

- How your identity underpins your experience both as a leader and a member of the organization
- How to integrate all aspects of your identity and leverage the whole to manage others and lead more effectively
- How to navigate professional success while prioritising fulfilment and meaning in your personal life.

After the programme, participants will benefit from virtual group coaching sessions.

## KEY BENEFITS

- Explore the latest thinking on leadership and gender to see the bigger picture
- Develop your own personal leadership style to inspire and mobilise others around a shared goal or vision
- Access the tools, techniques and approaches specific to women leaders to leverage opportunities and overcome challenges
- Build the resilience and the strategies to accelerate your career while balancing all areas of life
- Leverage and grow a world-class network of other high-potential and inspirational women from all over the globe.

### Strategic Decision Making for Leaders

**LENGTH** 4 days

**GOOGLER LEVEL** Levels 4 to 10+

- Senior executives and key decision-makers
- Managers responsible for building high-performing teams
- Managers who frequently lead projects and want to improve their ability to make smart, sound decisions
- In particular, executives who must frequently make strategic decisions under high levels of uncertainty.

- Practical frameworks drawn from management science and psychology to help improve your decision-making
- Learn to navigate common traps in shaping and implementing a rigorous process of decision-making
- Through hands-on exercises, learn to apply simple data science techniques and devise insightful experiments to improve individual and team judgement
- Discover how decision processes can be managed more fairly through 'fair process' leadership techniques
- Explore how to adopt sustainable decision-making processes to help your organisation avoid the pitfalls of a short-term focus.

- Develop thinking skills, sharpening your intuition in the face of risk and uncertainty
- Learn ways to discover, manage, mitigate and avoid decision-making traps
- Learn to leverage the power of 'nudges' – a light-touch way to influence human behaviour and improve decision-making
- Boost your ability to build high-performing teams
- Become a more strategic leader by understanding the long-term impact your decisions can have on your organisation.

### Learning to Lead

**LENGTH** 4 days

**GOOGLER LEVEL** Levels 4 to 6

- Professionals making the transition from an individual contributor status to a position of managing others for the first time, or who have made this move within the last 2 years
- Professionals from diverse industries and age ranges, who share the need to develop their people-management skills as they manage direct reports for the first time.

- Mastering essential leadership skills to become a successful manager of people
- Developing people skills to lead teams, motivate others, reinforce good performance, correct undesired behaviour and provide constructive feedback effectively
- Learning frameworks, tools and techniques to support different managerial roles
- Understanding the four key roles of a manager: director, motivator, enabler and coach.

- Develop awareness of your strengths and weaknesses as a leader
- Acquire confidence and tools to create vision and set team direction for greater success
- Master frameworks and tools to inspire people and motivate them to perform better.

## High Impact Leadership Programme

**LENGTH** 5 days

**GOOGLER LEVEL** Level 5

- Managers with 3 to 6 years' experience leading teams who are looking for specific training in leadership and management
- Participants range from high-potentials to experienced technical specialists who have come to leadership positions late in their careers.

- Understanding organisations: the structure, culture and behaviour; how to influence and incentivise people, leveraging formal structures and informal networks
- Leading teams: the interface between the individual and the organisation; how to manage internal group processes and develop talent; how to manage external sources of knowledge, information and support
- Developing leadership skills: a hands-on workshop; practical sessions with coaching and group work to develop self-awareness, address personal weaknesses and build on personal strengths; the creation of an individual development plan supported by post-programme follow-up.

- Understand how organisations work and how to develop and use your professional network to achieve your objectives
- Learn how to create and maintain a high-talent, high-energy and high-performance 'X-team'
- Enhance your ability to obtain results through others by improving self-awareness, motivating your team and influencing your organisation.

## Women Leaders Programme

**LENGTH** 4 days

**GOOGLER LEVEL** Levels 6 to 10

- Designed for an elite group of women business leaders, the programme will benefit executives from a range of disciplines and managerial backgrounds, who:
- Have reached the office of vice-president or have an equivalent level of responsibility
  - Have been identified as high-potential leaders and have used that opportunity to their advantage
  - Are seeking to enhance their leadership skills, and demonstrate strong drive to reach the top of their organisation
  - Have a minimum 15 years' professional work experience.

- Gain real-time personalised feedback on your leadership style, as we put you through your paces in experiential leadership exercises
- Work on one of your current leadership challenges with peers and an expert coach
- Learn to overcome hidden barriers to change and build a personal development plan to prepare for the next steps in your career
- Develop your own voice and drive your career success by leveraging networks, mentors and sponsors.

- Hear cutting-edge ideas about leadership and learn tried-and-tested techniques you can apply to overcome the unique challenges faced by women leaders
- Develop greater confidence and a better understanding of your personal leadership style, enabling you to implement and lead change effectively within your business
- Work with a professional coach to develop clear aims for your ongoing personal and professional development, and build a peer network of women succeeding in senior roles around the world.

## Leading Successful Change

**LENGTH** 3 days

**GOOGLER LEVEL** Levels 6 to 7

- Middle to upper-middle managers in public or private sector organisations with at least 8 years' experience
- Responsible for teams, units or larger organisational segments – and likely to lead strategic change initiatives
- Applications are encouraged from groups of 2 to 3 members of the same organisation.

- Develop core skills for leading and sustaining change by helping others see the need, anticipating resistance to change, inspiring and influencing others
- Self-awareness as an agent for change, examining your strengths, weaknesses and personal approach
- Hone your change implementation skills in a risk-free environment using Change Pro, a proprietary system that simulates a 120-day change initiative in just a few hours
- Understand the five key drivers of success: initiating change, propelling change, sustaining change, diagnosing your change skills and creating an action plan.

- Enhance your understanding of the change process
- Gain the skills and tools required to initiate and execute change
- Create a detailed action plan for your specific change initiative.

## Negotiation Dynamics

**LENGTH** 3 days

**GOOGLER LEVEL** Levels 4 to 10+

- Executives who have at least 8 to 10 years' management experience and have gained substantial experience in conducting and supervising business negotiations
- Executives involved in M&As or joint-venture negotiations, those handling procurement, human resource managers, entrepreneurs, managers in liaison roles, such as national account managers, key account managers, barristers and other lawyers.

- Understand the process of preparing strategically, recognising the available choices, seeking value, communicating carefully and leading proactively
- Strategy and implementation: learn to think and do through a series of hands-on simulations
- Learn from the experiences of others and experiment with new ideas in a safe environment to develop a style of negotiating that works for you
- Negotiate across cultures, industries and functions.

- Improve your negotiation outcomes – with fewer conflicts and greater confidence
- Learn best practices and processes to navigate any negotiation, from preparing and debriefing to predicting what is likely to happen next
- Acquire hands-on practice and develop a new mindset – enabling you to change your behaviour
- Continue to improve your performance through optional post-programme one-on-one coaching sessions.

## Leading Change in an Age of Digital Transformation

**LENGTH** 4 days

**GOOGLER LEVEL** Levels 6 to 7

- Senior executives and senior middle managers who lead strategic change related to digital transformation initiatives in their organisations
- While individual participants are completely welcome, it is beneficial for several managers within the same organisation (up to three managers) to come together as existing or potential members of a digital transformation initiative team
- Have a current or near future digital transformation project that should be outlined in the application

- Understand and articulate the strategic imperatives, vision and process of your digital transformation to important stakeholders
- Identify your threats and opportunities, and learn what are the most common ignition pitfalls - why do smart people fall into them and how can you avoid them?
- Understanding the launching and scaling up process in terms of securing, motivating and tackling your stakeholder engagement from early adopters to resisters
- Lead your organisation through sustained success with strategies such as reformulating informal and formal networks appropriately, reenergising yourself and your stakeholders, as well as knowing when to operationalise and normalise your organisation to the new normal
- Explore case studies that illustrate core concepts and tools, and apply your learnings to your own "live case".

- Enhance your understanding of the unique aspects of leading digital transformation change
- Elevate key skills in change leadership relative to people and process across all stages of digital transformation
- Leave with a concrete action plan for your own digital transformation initiative.

## Leading Teams

**LENGTH** 5 days

**GOOGLER LEVEL** Levels 4 to 10

- Professionals leading, guiding and supporting teams, departments and functions.
- The programme is well suited to different levels of leadership, and offers the opportunity to learn to collaborate with different stakeholders and share perspectives from different points of view.

- Leverage the latest thinking and research to explore critical team leadership topics for fresh, evidence-based perspectives and actionable ideas
- Understand how to recognise expertise diversity within your teams, and utilise expert opinions more effectively
- Identify biases in team decision making, improve the quality of judgments, and develop robust team decision-making processes
- Learn about effective negotiation, conflict resolution, as well as persuasion and influence tactics to leverage on your team members' social capital and navigate complex change initiatives.

- Understand how the role of team leadership is critical to the success of any organisation
- Develop the critical interpersonal and influencing skills and techniques to empower and motivate people, overcome conflict and drive performance
- Become a more effective leader with a high-performing team with greater influence in your organisation.

## Collaborative Leadership

**LENGTH** 5 days

**GOOGLER LEVEL** Levels 4 to 10

- Organisational leaders and experienced managers across all industries and functional areas, who are charged with managing teams or business units
- Decision-makers who aspire to lead more collaboratively, who wish to gain a framework for implementing principles of decentralised organising
- HR professionals, internal consultants, and others involved with organisational design and implementation.

- Explore the new generation of decentralised organising models and how they deliver greater productivity, engagement and results
- Understand the principles of collaborative leadership and learn how to put them into practice in your everyday realities of leading teams and organisations
- Examine your own personal collaborative leadership challenges and gain self-awareness through feedback in an experiential leadership workshop
- Develop your own personalised plan for cultivating and strengthening collaborative leadership competencies.

- Understand new approaches to designing organisations that can support increased empowerment, collaboration, and agility
- Master the tools and interpersonal skills needed to develop a new, collaborative leadership style that promotes an innovative and human-centric work environment
- Learn how to lead from behind, unleashing the collaborative potential of your teams, inspiring loyalty, engagement, and higher performance.

# Strategy

Good strategic thinking is both rigorous and structured, and challenges assumptions to uncover opportunities for creating and capturing value. INSEAD's Strategy programmes develop exactly this kind of thinking and help to set your organisation's future direction.

## PROGRAMME

### Managing Partnerships and Strategic Alliances

<b>LENGTH</b>	5 days
<b>GOOGLER LEVEL</b>	Levels 4 to 10

## PARTICIPANT PROFILE

- Senior line managers and executives directly involved in partnerships, alliances and ecosystems
- Executives responsible for building and managing digital platforms
- Executives involved in cross-company collaborations on a day-to-day basis and who are directly responsible for any related business outcomes
- Board members responsible for alliances, partnerships and ecosystems, who have oversight of their company and its growth.

## CONTENT

- Understand the strategic intentions of potential partners and how they can deliver value to your organisation
- Design powerful collaboration networks with customers, suppliers and competitors
- Learn about types of ecosystems and how they differ from partnerships and alliances
- Discover how platforms can bring together partners and customers who seek new services, technology, talent or information
- Build management processes that foster collaboration.

## KEY BENEFITS

- Understand how collaboration can help you deal with the challenges of digital transformation and the disruption of the Fourth Industrial Revolution (4IR)
- Gain insights into the role of collaboration in developing and implementing your organisation's strategy
- Develop methods for proactively building, competing with and defending platform businesses
- Improve your ability to design effective alliances, and acquire frameworks for partner selection, ecosystem development and alliance design
- Gain skills to create effective ecosystems of partners from different industries and countries while building mutual trust and capturing value.

### INSEAD Business Sustainability Programme

<b>LENGTH</b>	5 days
<b>GOOGLER LEVEL</b>	Levels 7 to 10

- Senior leaders who want to fully comprehend the business case for sustainability and how to implement new strategies across their organisations
- Typical participants include CFOs, COOs, Vice Presidents and Heads of Departments.

- Understanding the challenge and need to manage stakeholder pressures that bring environmental and societal issues into a firm's agenda
- Identify business sustainability opportunities and understanding the business models that align with them
- Gaining the knowledge to implement and operationalise sustainable practices
- Navigating key sustainability measurement and reporting challenges.

- Understand the key forces making sustainability a business priority today
- Acquire essential frameworks, models and tools to make informed decisions about how to pursue sustainability as a foundation for your competitive strategy and advantage
- Identify and navigate the unique challenges in executing sustainable business models, including circular models
- Deploy the skills to effectively measure, assess, report and communicate on corporate sustainability in your organisation.

# Marketing and Sales

Today, more than ever, marketing executives are under pressure to deliver results in increasingly competitive and global markets. At the same time, they are facing higher customer expectations and a proliferation of new media and sales channels.

## PROGRAMME

### Strategic Marketing Programme

**LENGTH** 5 days

**GOOGLER LEVEL** Levels 4 to 7

## PARTICIPANT PROFILE

- Marketing executives who want to hone and update their experience
- Non-marketing executives who have recently taken up marketing responsibilities or who regularly interact with the marketing function and want to build their marketing skills
- Executives who come from a variety of industries and career levels but share a focus on the end-user and consumer marketing.

## CONTENT

- Marketing strategy: foundations of marketing and industry variations; branding, targeting and positioning; decision-making, behavioural economics and consumer psychology
- The marketing mix: translating strategy into action; analysing brand identity; the role of market research; managing product lines and sales funnels; allocating resources
- Today's big marketing challenges: the impact of social media; low-price competition; market commoditisation
- Hands-on, international experience through the INSEAD-developed DiG (Discovery, Innovation and Growth) simulation.

## KEY BENEFITS

- Understand the marketing process and learn how to create a marketing plan
- Develop a brand strategy and positioning – including communication, social media, pricing and distribution strategies
- Explore the implications of serving multiple markets, the opportunities from the emergence of new markets and the threats from overseas entrants into home markets.

### Leading the Effective Sales Force

**LENGTH** 5 days

**GOOGLER LEVEL** Levels 6 to 7

Designed for managers responsible for business development and planning in either local or international markets and have held the following positions:

- General manager
- Head of strategy
- Marketing director
- Business development manager
- Regional director
- Human resources director
- Commercial director.

- Deployment and allocation of sales force resources
- Management and strategy of key account sales efforts
- Compensation strategies
- Realising judgemental biases and making better business decisions
- Sales force effectiveness
- Tackling emerging markets.

- Learn how to make the sales force a key source of sustainable competitive advantage for your organisation
- Develop comprehensive approaches to motivate and compensate sales staff.
- Learn to manage a dynamic sales force in the face of increasing product, consumer and market complexity.

### Leading AI and Digital Marketing Strategy

**LENGTH** 5 days

**GOOGLER LEVEL** Levels 5 to 7

- Executives and senior managers from all business areas who wish to develop a strategic understanding of digital marketing or a roadmap for digital business transformation in their organisations
- Executives seeking to develop new sustainable business models in the new era of AI.

- How AI and digital megatrends disrupt your market – and best practices for harnessing them
- The impact of digital on the competitive landscape: threats and opportunities for business model innovation
- Digital strategy as a commercial driver: select and use digital and social media channels to create novel value
- Using online research and big data to make decisions
- Building your brand through content creation, curation and dissemination
- Understanding the role of a digital organisation in driving company profits.

- Recognise digital megatrends – and rise to the challenge
- Enhance operations and brand-building through digitalisation
- Develop a content-driven digital strategy to strengthen engagement with customers
- Understand the new rules of competition and the evolving expectations of today's customers
- Learn how to leverage data and measure the ROI of digital marketing
- Understand key enablers that allow for a transformation towards an agile customer-centric & digital organisation, including AI and machine learning
- Gain a view and appreciation of the design of a digital marketing organisation including the roles, structures, and movements required to drive effective change.

# Digital Transformation and Innovation

INSEAD offers programmes that focus on achieving a competitive advantage through human-centred innovation and digital transformation



<b>PROGRAMME</b>	<h2>Leading Change in an Age of Digital Transformation</h2>
	<p><b>LENGTH</b> 3 days</p> <p><b>GOOGLER LEVEL</b> Levels 6 to 7</p>
<b>PARTICIPANT PROFILE</b>	<ul style="list-style-type: none"> <li>- Senior executives and senior middle managers who lead strategic change related to digital transformation initiatives in their organisations</li> <li>- While individual participants are completely welcome, it is beneficial for several managers within the same organisation (up to three managers) to come together as existing or potential members of a digital transformation initiative team</li> <li>- Have a current or near future digital transformation project that should be outlined in the application</li> </ul>
<b>CONTENT</b>	<ul style="list-style-type: none"> <li>- Understand and articulate the strategic imperatives, vision and process of your digital transformation to important stakeholders</li> <li>- Identify your threats and opportunities, and learn what are the most common ignition pitfalls - why do smart people fall into them and how can you avoid them?</li> <li>- Understanding the launching and scaling up process in terms of securing, motivating and tackling your stakeholder engagement from early adopters to resistors</li> <li>- Lead your organisation through sustained success with strategies such as reformulating informal and formal networks appropriately, reenergising yourself and your stakeholders, as well as knowing when to operationalise and normalise your organisation to the new normal</li> <li>- Explore case studies that illustrate core concepts and tools, and apply your learnings to your own "live case".</li> </ul>
<b>KEY BENEFITS</b>	<ul style="list-style-type: none"> <li>- Enhance your understanding of the unique aspects of leading digital transformation change</li> <li>- Elevate key skills in change leadership relative to people and process across all stages of digital transformation</li> <li>- Leave with a concrete action plan for your own digital transformation initiative.</li> </ul>

	<h2>AI for Business</h2>
	<p><b>LENGTH</b> 5 days</p> <p><b>GOOGLER LEVEL</b> Levels 4 to 10</p>
	<ul style="list-style-type: none"> <li>- Senior executives who want to understand how they can make their organisations AI-ready</li> <li>- 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</li> <li>- Senior managers seeking to build their own capabilities in strategy, leadership and innovation, while developing personalised, actionable plans.</li> </ul>
	<ul style="list-style-type: none"> <li>- Understand how AI is used to create: LLM's, ChatGPT and generative AI</li> <li>- AI applications across functional areas (marketing, finance, operations, and HR/organisational development)</li> <li>- Gaining insight into the work of in-house data scientists and effectively applying their insights</li> <li>- In-depth discussion on the logistical, legal, and ethical challenges associated with AI deployment in management, emphasising weaknesses in machine learning decision-making and the significance of randomisation-based pilot testing</li> <li>- Study innovative applications that use machine intelligence either directly or indirectly, such as using computer models to forecast how a management intervention will unfold.</li> </ul>
	<ul style="list-style-type: none"> <li>- Develop a unique end-to-end understanding of AI, from business relevant technical aspects to organisational, strategic, and regulatory implications</li> <li>- Identify AI-enabled business opportunities and how to implement AI projects to gain strategic advantage</li> <li>- Formulate and explore solutions to the AI challenges in your organisation through extensive exchanges with peers and faculty and real-world use cases by guest speakers in different industries</li> <li>- Understand the ethics of AI: fairness and biases in machine learning</li> <li>- Learn how to work effectively with data scientists and how to build an AI-powered organisation.</li> </ul>

# General Management

To succeed, businesses need leaders who bring new perspectives, new thinking and new ideas – and who have the skills and knowledge to manage in an uncertain world.

## PROGRAMME

### Management Acceleration Programme

**LENGTH** 3 weeks

**GOOGLER LEVEL** Levels 4 to 6

## PARTICIPANT PROFILE

- Functional experts whose success depends on understanding the business as a whole and working effectively across functions and cultures
- Individual contributors and professionals who aspire to gain, or have recently gained, management responsibilities
- Typically graduates with 5 to 12 years' work experience and a strong track record in their own functional area.

## CONTENT

- Sharpening your strategic insight: principles and tools to think strategically about every decision and action you take to boost your competitiveness
- Broadening your business expertise: perspectives from every business function to give you the ability to recognise, create, measure and capture value
- Strengthening your leadership foundations: frameworks, reflection and practice to enhance your presence, increase your ability to lead in and across teams, and plan your future growth
- Maximising your ongoing learning and development as you return to the workplace through optional follow-up coaching.

## KEY BENEFITS

- Become a more competent and confident manager with new insights, knowledge and skills
- Enhance your ability to lead mindfully, effectively and responsibly, with or without formal authority
- Stay focused on creating value – grounded in long-term purpose
- Develop a clear plan for your personal and professional development, and an international network of high-potential individuals to help you achieve your goals.

### Transition to General Management

**LENGTH** 2 modules of 2 weeks

**GOOGLER LEVEL** Levels 6 to 7

- Senior functional or technical managers close to making the transition to general management, or recently appointed general managers
- At least 8 years' management experience with a strong track record in one or more functional areas.

- A focus on value creation and the role of general management and leadership in long-term business development
- An integrated and comprehensive view of business, covering the key disciplines that underpin modern business organisations, from organisational behaviour to finance to operations
- A Leadership Development Process (LDP) that is personalised, helping you to discover your 'X-Factor' as a leader
- Awareness of global macro-economic trends and disruptive forces and a better understanding of how to manage businesses in our digital, disruptive age.

- Insights into key issues facing general managers in today's business environment, such as the challenges of digital disruption
- Leave with an integrated view of business by discovering key linkages across disciplines
- Expand your personal leadership development through our powerful Leadership Development Process (LDP)
- Embrace diversity and develop your international perspective
- Continue your learning and engagement through online learning and our alumni community.

# Top Management

Having great vision is not always enough to excel in business. You need to become a visionary leader. You need to be able to inspire your people, invent new possibilities and shape the future.

## PROGRAMME

### LEAP: Leadership Excellence through Awareness and Practice

**LENGTH** 10 days + 5 days + 5 days

**GOOGLER LEVEL** Levels 7 to 10

## PARTICIPANT PROFILE

- Senior executives who already occupy significant leadership positions, including top managers (e.g., CEOs, managing directors, executive vice-presidents) in large and medium-sized corporations
- Senior partners in professional firms, senior executives in not-for-profit organisations, entrepreneurs, owners of large family businesses, and board members of any such organisations.

## CONTENT

- A targeted approach to help senior leaders enhance their leadership effectiveness through self-awareness and practicing newly learned behavioural knowledge to improve the way they lead
- Leadership challenges at three distinct yet connected levels: organisational, interpersonal and intrapersonal
- Integrated mix of plenary and group-work sessions, providing opportunities to practice and get feedback from peers, faculty and a group of experienced coaches. Between modules, participants practice these behaviours with the support of coaches and group members, until they become habits.

## KEY BENEFITS

- Gain a better understanding of your leadership style, its origins, and impacts on you and others
- Revisit your priorities – current and future – and hone in on the professional and personal legacy you want to leave behind
- Shift behaviour in ways that will amplify your strengths and develop new capabilities through identification, development, feedback and practice
- Complement 'doing' with 'reflection', thereby enhancing your capacity to self-learn.



# Corporate Governance

Being a board member is an exceptionally important role that resembles no other. Even those who have excelled in senior management face new challenges. But how do you develop new skills and knowledge at this level? INSEAD has created highly specialised programmes to bridge the gap between senior management and corporate governance – and to give board members the insights they need to ensure high performance and value creation in the long and short term.

## PROGRAMME

### Aspiring Directors Programme

**LENGTH** 5 days

**GOOGLER LEVEL** Levels 7 to 10

## PARTICIPANT PROFILE

- Professionals, managers or executives without experience as board directors, that aim to serve in a corporate governance role
- Family members and controlling shareholders of boards of small & medium family companies
- Executives of government and non-profit organisations and agency professionals from the institutional investment community
- Senior Executives (CEO, COO, CFO, CIO etc.).

## CONTENT

- The nature of corporate governance and the principle corporate governance systems: what are the main institutions, roles and processes involved?
- Board fundamentals and the dynamics at play: responsibilities, effectiveness, efficiency and how best to exercise responsibilities in the boardroom
- Finance literacy for directors
- Exploring emerging challenges: diversity, sustainability, digital disruption and more.

## KEY BENEFITS

- Understand the broader context in which boards operate and the responsibilities that come with a director mandate
- Gain an overview of the knowledge and competencies expected from directors in today's environment
- Develop director-specific competencies that contribute to the creation of a high-performing board.

### Corporate Strategy for Board Members

**LENGTH** 5 days

**GOOGLER LEVEL** Level 9+

- Directors, executives and shareholders interacting with boards in the formulation and oversight of strategy
- Members of the INSEAD Directors' Network (IDN)
- Master in business administration (MBA) alumni with board experience (board members, C-suite executives and professionals working with boards).

- Understand the need to build competitive advantage, particularly in today's turbulent global environment
- Review the key questions of disruption and substitution
- Recognise the growing importance of an organisation's ecosystem and dynamics
- Deepen your understanding of the changing nature of the business environment, with an emphasis on the global and digital transformations of our world
- Review the processes required for boards to address these issues effectively.

- Deepen your understanding of the strategic challenges brought about by today's global environment
- Review and explore how boards can play a role in anticipating and overcoming such challenges
- Engage with topical issues such as the growing impact of digital technology on strategy and organisations, and on the role of the board
- Practice formulating, implementing and evaluating strategies in a board environment
- Develop your strategic competencies as a director.

# New On-Demand Virtual Executive Coaching

## Develop self-awareness and personal insight for more effective leadership

In times of chaos and turbulence the pressure to deliver and make the final call can be challenging. It is during these times that crafting space for reflexion, developing self-awareness and exploring biases is key. Now, more than ever, coaching leaders has become more crucial.

INSEAD's new on-demand Virtual Executive Coaching offers four one-to-one sessions with one of our highly experienced coaches providing you with the tools and insights to become a better and more reflective leader.

## A Four-Step Process

Whilst working from home is the new "norm", the pressure to deliver and deliver fast coupled with increased loneliness at the top has never been more acute. One-to-one coaching sessions provide a personal and safe space to address everyday leadership challenges whilst simultaneously preparing you to become a stronger and more confident leader, ready to respond to the uncertainties that lay ahead.

Your INSEAD coach will help you reflect on your leadership style and be at your side to support you as you rise to today's challenges and prepare for tomorrow's.

After booking your 4 virtual coaching sessions of 1 hour each, INSEAD will connect you with your expert coach so that you can start planning your sessions according to your schedule. Fee: € 1,600



### Step 1

Shortly after booking your sessions, our team will be in touch with you to define your coaching objectives



### Step 2

Once your objectives are defined, we will carefully review them and select the right coach for you



### Step 3

INSEAD will connect you to your coach so you can start planning your sessions according to your schedule



### Step 4

You connect from anywhere in the world to your virtual sessions

# CALENDAR 2026-2027

PROGRAMME	DATES	LOCATION	LENGTH	FEE*	SPECIAL GOOGLER FEE	GOOGLER LEVEL
<b>INSEAD ONLINE PROGRAMMES</b>						
Executive Presence and Influence	2 March 2026	Online	5 weeks	€2,050	€1,640	– Levels 4 to 10+
INSEAD Lead the Future	Begins 9 April 2026	Online	12 months	€19,950	€15,960	– Levels 4 to 10+
Strategic Negotiations	9 February 2026	Online	5 weeks	€2,050	€1,640	– Levels 4 to 10
Advanced Negotiations	13 April 2026	Online	4 weeks	€2,470	€1,976	– Levels 4 to 10
Business Strategy and Financial Performance	2 February 2026 20 April 2026	Online Online	7 weeks 7 weeks	€2,470 €2,470	€1,976 €1,976	– Levels 4 to 7
Developing Emerging Leaders	23 February 2026 4 May 2026	Online Online	5 weeks 5 weeks	€2,050 €2,050	€1,640 €1,640	– Levels 4 to 10
Driving Digital Marketing Strategy	Date to be confirmed	Online	5 weeks	€1,910	€1,528	– Levels 4 to 7
Financial Analysis for Non-Financial Managers	23 March 2026	Online	5 weeks	€1,910	€1,528	– Levels 4 to 7
Advancing Diversity and Inclusion	16 March 2026	Online	5 weeks	€2,050	€1,640	– Levels 4 to 10
Impactful Communication for Leaders	9 March 2026 18 May 2026	Online Online	5 weeks 5 weeks	€2,470 €2,470	€1,976 €1,976	– Levels 4 to 10
Leading Organisations in Disruptive Times	13 April 2026	Online	6 weeks	€2,470	€1,976	– Levels 6 to 10
Strategy in the Age of AI and Digital Disruption	23 February 2026 11 May 2026	Online Online	5 weeks 5 weeks	€2,050 €2,050	€1,640 €1,640	– Levels 4 to 10
Transforming Your Business with AI	9 February 2026 27 April 2026	Online Online	5 weeks 5 weeks	€1,910 €1,910	€1,528 €1,528	– Levels 4 to 7
<b>MICROCREDENTIALS</b>						
Negotiation Fundamentals <b>NEW</b>	On demand, start anytime	Online	6-8 hours	€730	€584	– Levels 4 to 10
Building Strategic Partnerships and Ecosystems <b>NEW</b>	On demand, start anytime	Online	6-8 hours	€730	€584	– Levels 4 to 10
Driving Innovation for Growth <b>NEW</b>	On demand, start anytime	Online	6-8 hours	€730	€584	– Levels 4 to 10
Leading through Change and Uncertainty <b>NEW</b>	On demand, start anytime	Online	6-8 hours	€730	€584	– Levels 4 to 10
Mastering Creative Thinking <b>NEW</b>	On demand, start anytime	Online	6-8 hours	€730	€584	– Levels 4 to 10
<b>LEADERSHIP</b>						
Aspiring Women Leaders Programme	23–26 March 2026	F	3 days	€8,750	€6,562	– Level 4 to 6
High Impact Leadership Programme <sup>(2)(3)</sup>	2–6 February 2026 20–24 April 2026	F S	5 days 5 days	€11,400 SG\$16,200	€8,550 SG\$12,150	– Level 5
Leading Successful Change <sup>(4)</sup>	29 June–2 July 2026	F	4 days	€9,450	€7,087	– Levels 6 to 7
Learning to Lead <sup>(4)</sup>	16–19 March 2026	F	4 days	€8,600	€6,450	– Levels 4 to 6
Negotiation Dynamics <sup>(4)</sup>	9–11 December 2025 3–5 February 2026 23–25 June 2026	A F S	3 days 3 days 3 days	€8,750 €8,750 SG\$12,500	€6,562 €6,562 SG\$9,375	– Levels 4 to 10+
Strategic Decision Making for Leaders <sup>(4)</sup>	26–29 January 2026 16–19 March 2026 1–4 June 2026	A S F	4 days 4 days 4 days	€9,450 SG\$13,600 €9,450	€7,087 SG\$10,200 €7,087	– Levels 4 to 10+

PROGRAMME	DATES	LOCATION	LENGTH	FEE*	SPECIAL GOOGLER FEE	GOOGLER LEVEL
<b>LEADERSHIP</b>						
Women Leaders Programme <sup>(2)</sup>	11–14 May 2026	F	4 days	€9,450	€7,087	– Levels 6 to 10
Leading Change in an Age of Digital Transformation	11–14 May 2026	F	4 days	€9,250	€6,937	– Levels 6 to 10
Leading Teams	11–15 May 2026	F	5 days	€11,200	€8,400	– Levels 4 to 10
Collaborative Leadership	22–26 June 2026	F	5 days	€11,200	€8,400	– Levels 4 to 10
<b>STRATEGY</b>						
Managing Partnerships and Strategic Alliances <sup>(2)</sup>	6–10 April 2026 1–5 June 2026	S F	5 days 5 days	SG\$16,100 €11,200	SG\$12,075 €8,400	– Levels 4 to 10
INSEAD Business Sustainability Programme	2–6 February 2026 8–12 June 2026	SF F	5 days 5 days	US\$12,500 €11,800	US\$9,375 €8,850	– Levels 7 to 10
<b>MARKETING AND SALES</b>						
Strategic Marketing Programme <sup>(2)</sup>	4–8 May 2026	F	5 days	€11,200	€8,400	– Levels 4 to 7
Leading the Effective Sales Force	4–8 May 2026	F	5 days	€11,200	€8,400	– Levels 6 to 7
Leading Digital Marketing Strategy	4–8 May 2026	F	5 days	€11,200	€8,400	– Levels 5 to 7
<b>DIGITAL TRANSFORMATION AND INNOVATION</b>						
Leading Change in an Age of Digital Transformation	11–14 May 2026	F	4 days	€9,250	€6,937	– Levels 6 to 10
AI for Business	6–10 April 2026	F	5 days	€11,200	€8,400	– Levels 4 to 10
<b>GENERAL MANAGEMENT</b>						
Management Acceleration Programme <sup>(2)(3)</sup>	M1: 2–10 February 2026 M2: 6–12 June 2026	Live Virtual F	7 days 6,5 days	€15,950	€11,165	– Levels 4 to 6
Transition to General Management	M1: 9–20 February 2026 M2: 13–24 April 2026 M1: 13–24 April 2026 M2: 8–19 June 2026	F SF F F	2 weeks 2 weeks 2 weeks 2 weeks	€37,000 €37,000	€25,900 €25,900	– Levels 6 to 7
<b>TOP MANAGEMENT</b>						
LEAP: Leadership Excellence through Awareness and Practice <sup>(2)</sup>	M1: 3–13 November 2025 M2: 2–6 February 2026 M3: 20–24 April 2026	F F F	10 days + 5 days + 5 days	€44,900	€33,675	– Levels 7 to 10
<b>CORPORATE GOVERNANCE</b>						
Corporate Strategy for Board Members	15–19 June 2026	F	5 days	€11,800	€8,850	– Levels 9+
Aspiring Directors Programme	23–27 March 2026 8–12 June 2026	F S	5 days 5 days	€11,800 SG\$16,950	€8,850 SG\$12,712	– Levels 7 to 10



Eligible for the INSEAD Online Certificate: Leading in a Transforming World



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\*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.  
 (1) We offer a 20% special fee reduction for a group of 5 participants or more.  
 (2) Participants are required to attend a programme introduction and opening dinner the evening before the formal instruction begins.  
 (3) Participants are required to attend a closing dinner on the last evening of the programme. Departure should be scheduled for the following day.  
 (4) Participants are advised to arrive the evening before as the programme starts early in the morning, unless otherwise stated.

# Practical Information

## CONTACT US

Whether you are looking for open programmes for yourself or your managers, or customised programmes for your organisation, our programme advisors are on hand to offer you one-on-one consultation and advice about what is most suitable for you. They will also be happy to provide you with further information or answer any questions you may have about INSEAD and Executive Education.

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For the latest information about INSEAD Executive Education activities, please visit [www.insead.edu/executive-education](http://www.insead.edu/executive-education)

## CAMPUS INFORMATION

INSEAD is unique among leading business schools in having a 3-campus structure spanning Europe, Asia and the Middle East. Each campus is highly cosmopolitan and has its own world-class faculty in residence. Executive Education programmes run at 1, 2 or even all 3 locations, while customised programmes can be held anywhere in the world.

### EUROPE CAMPUS

INSEAD's 8-hectare Europe Campus is situated on the edge of the beautiful, historic town of Fontainebleau, France. It nestles in the vast Forest of Fontainebleau yet is less than 1 hour from the centre of Paris and international airports. Facilities are of the highest standard and include 29 lecture theatres, many classrooms, study areas, 2 restaurants, a bar, a bookshop, extensive library resources, a fully equipped gym and 2 on-campus hotels with a total of 158 rooms.

### ASIA CAMPUS

The Asia Campus in Singapore occupies a 1.94-hectare site in the heart of the city's Buona Vista 'knowledge hub' – just 30 minutes from the airport and 15 minutes from the financial district. Its state-of-the-art facilities include 12 amphitheatres, 6 flatrooms, classrooms, study areas, 2 dining areas, 2 bars, a 24-hour library, a fitness centre and 133 hotel rooms for participants.

### MIDDLE EAST CAMPUS

The INSEAD Middle East Campus is based in Abu Dhabi's recently established international financial centre, ADGM Square on Al Maryah Island. Abu Dhabi's dynamic business district is home to luxury hotels, boutiques and a wide array of dining experiences. With a flexible and contemporary design, this new, 3,500 square metre facility has 3 amphitheatres, 16 breakout rooms and a creative lounge.

### SAN FRANCISCO HUB

Our first official center in North America, the San Francisco Hub in Business Innovation further consolidates INSEAD's global footprint and translates global insights and perspective to organisations and business leaders from the US and around the world. This state-of-the-art facility with two teaching amphitheatres and a large open multi-use space has been designed for the immersive and active learning experiences that characterise INSEAD's teaching methodologies.

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