Online Programmes

Access the Business School for the World, Anywhere®
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.

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.
“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 Executive Education
Professor of Technology and Operations Management
The Shell Fellow in Business and the Environment
Four Reasons to Choose an INSEAD Online Programme

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
   - Use of relevant and engaging examples and 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 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.
WHAT DOES A TYPICAL WEEK ON AN INSEAD ONLINE PROGRAMME LOOK LIKE?

Our online programmes combine a number of learning elements to create a balanced blend of learning, interactions and application in the learning journey for participants. The 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*

Throughout the programme, an INSEAD Learning Coach will be guiding you and helping you maximise the impact of your learning journey.

*Depending on the programme, the duration is 5 - 7 weeks of content + 2 extra weeks to complete project work.
BUILDING DIGITAL PARTNERSHIPS AND ECOSYSTEMS

Transform with partners to win in the 4th industrial revolution

Learning how to collaborate with partners and build ecosystems is one of the most critical, yet underdeveloped, skills of executives in the 21st century.

Indeed, many industries are being disrupted by digital technologies and the arrival of the 4th industrial revolution. This trend will only accelerate in the coming years. You can choose to transform your business on your own or go in together with partners. Such collaborations will help you acquire new digital skills, build new business models—such as digital platforms—and harness the power of ecosystems.

However, collaborations are often difficult because they involve companies in different industries, established business and start-ups as well as public and private sector firms.

Building Digital Partnerships and Ecosystems will introduce how to navigate the shifting landscape of digital technologies, help you understand which partnerships your business needs to win in the era of the 4th Industrial Revolution and how you can become a better partner.

Key benefits
- Understand the key drivers of digital transformation
- Learn how to build high performing digital ecosystems
- Discuss how to build new digital opportunities with your existing partners
- Understand how to introduce the key elements needed to design and build digital platforms
- Develop skills in alliance portfolio building

Programme content
Over 5 weeks, Building Digital Partnerships and Ecosystems combines video lectures, case studies, discussions, quizzes and an Action Learning Project to bring the programme’s concepts to life. Starting with an introduction into digital transformation, the programme will then give you a thorough understanding of ecosystems, alliances.

Week 1: What is digital transformation?
- Why digital transformation
- The 4th industrial revolution
- Defining digital transformation
- Digital transformation priorities

Week 2: Platforms
- What is a platform?
- Why are platforms attractive?
- How do they differ from products?
- Understanding platform competition
- Overcoming friction and inertia
- Designing platforms

Week 3: Alliances
- How to select partners
- Strategies for building alliance portfolios
- Driving innovation across partners

Week 4: Ecosystems
- From alliances to ecosystems
- Adaptive ecosystems as drivers of digital transformation
- How companies can organise internally to manage ecosystems

Week 5: Digital Business Models
- What is a business model?
- Digital business model innovation
- Digital business model opportunities
- Digital business model best practices

Action Learning Project
Building Digital Partnerships and Ecosystems will help you evaluate your current collaboration strategy and help adapt it to the digital realities. Your company probably has some partnerships already, but did you ever think why were these partnerships formed in the first place? Do they continue to deliver value in the digital era? Do they help or hurt your ability to adapt to the era of the 4th Industrial Revolution? Where can you look for new partners so that you can develop new digital business models?

The Action Learning Project (ALP) will help you answer these questions. You will first evaluate your portfolio of partnerships, then develop new ideas about your business’ new partnership and ecosystem strategy. You will be able to test these ideas in a risk-free environment, then devise a realistic plan of search for new partners that can immediately be executed once you return to work. Working with the learning coach, you will design the collaboration strategy that is right for your organisation and your personal learning objectives.

www.insead.edu/executive-education/open-online-programmes/building-digital-partnerships-ecosystems
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.

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

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.

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 directors

Peter Zemsky
Deputy Dean, Dean of Innovation
The E.I.U.V. Chartered Professor of Strategy and Innovation

Daniel A. Bens
Associate Professor of Accounting and Control

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 skillfully 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-by-step 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.

Design Thinking and Creativity for Business

Developing innovation catalysts

Becoming a ‘catalyst of innovation’ requires mastering three fundamental creative skills. You need to uncover innovation opportunities by looking at problems and situations with a user-centric mindset; you need to think differently to search for novel alternatives to your existing solution paths; and you need to embrace an experimental attitude to iteratively discover what is truly useful, feasible and viable. Such creative skills are at the heart of good design and they can actually be learned and honed.

Design is a transformational force that helps organisations develop products, services and experiences that connect and resonate with customers. This enables meaningful and emotional differentiation in the eyes of customers. Not surprisingly, design has become increasingly important in business circles and organisations are increasingly trying to understand and master the competitive advantage design can offer. To help organisations address today’s business challenges in innovative ways, business leaders are seeking to develop their creative and design thinking skills.

Building upon our 15 year partnership with ArtCenter College of Design in California - one of the most influential design schools in the world - INSEAD has developed a unique online programme to help business leaders integrate creative and design thinking with their business thinking for successful innovative problem-solving.

Over five weeks, Design Thinking and Creativity for Business will take you on a hands-on learning journey that will help you develop the creative-thinking skills needed to innovate in any organisational context. By elevating your creative skills, you will return to work able to develop and support a creative culture within your organisation. A culture that is capable of confidently pushing and sustaining innovative efforts.

By integrating design coaches into the programme, we will provide you with a unique opportunity to collaborate throughout your learning journey with individuals who have a strong background and training in industrial design. It will also be an opportunity to experience the value of using structured methods for creativity management. This is relevant across organisational areas in which having creative problem-solving capabilities provides a competitive advantage.

Key benefits

- Master the skills you need to sustain creative and design thinking capabilities.
- Acquire the mindset and managerial levers you need to develop an innovative organisational culture.
- Equip you with a methodology to put design thinking into action.
- Learn how to solve problems creatively in any setting by collaborating with design coaches.
- Action Learning Project to apply the learning in your personal or your organisation's context.

Creativity is fundamental when producing innovations, yet it is typically left unmanaged. To understand and manage creativity, it is not only important to acquire concepts and frameworks that equip you with the key principles to put design thinking into action. You also need to experience what is like to apply design thinking and creativity to innovate in your own personal or business context.

With this in mind, the Action Learning Project (ALP) will give you the opportunity to apply your learning to your own personal or business context. The ALP will take you on a step-by-step journey in which you will identify a non-trivial, yet manageable, innovation opportunity, which can serve as a realistic platform to put in practice the key concepts acquired in Design Thinking and Creativity for Business. Even though the ALP is a personalised experience, you will not do it alone: design coaches will guide you and give you feedback during your ALP.

Programme content

Design Thinking and Creativity for Business will help participants learn how to innovate by using the power of design to get inspired by user insights, generate innovative solution paths, and refine ideas iteratively. The experiential programme format, together with the support of design coaches, maximises the programme’s educational value and outcome.

User-centered insighting
- Understand problems from a human perspective, something that is critical to finding meaningful purpose behind any innovation.
- Learn novel ways to uncover insights behind what users need and desire.

Creative ideating
- Understand why searching for novelty and usefulness is the essence of creativity.
- Unpack the creativity phenomenon and learn strategies to enable creative ideating.

Agile iterating
- Discuss the benefits and challenges of iterating in a ‘quick and dirty’, yet valid, manner.
- Learn to design, evaluate and execute iterations, moving preliminary ideas to truly desirable, feasible and viable states.

Creative organisational cultures
- Bring the power of design to your organisation by understanding how to conceive a creative organisational culture.
- Discuss the key managerial levers needed to activate an organisational culture that supports creative thinking and creative action.

Organisational transformation
- Learn how to make transformation a reality in your organisation by efficiently engaging in the process of becoming more innovative.
- Discuss the challenges and opportunities of transforming traditional organisations into more innovative ones in both private and public sectors.

Participant profile

- Senior executives who want to strengthen their ability to lead innovation and enhance their organisation’s innovation capability.
- Team leaders and managers seeking to develop and integrate cutting-edge creative practices into their business processes and corporate culture.
- Executives seeking to learn new problem-solving approaches to innovation, building upon creativity research, design thinking and lean start-up.
- Participants coming in groups/teams to collaborate on Action Learning Project tailored to their organisation’s context.

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

Programme director

Manuel Sosa
Associate Professor of Technology and Operations Management – Director of the Heinrich and Esther Baumann – Shinnodi Fund for Creativity and Business – Director of INSEAD’s creativity-business learning platform.

www.insead.edu/executive-education/open-online-programmes/design-thinking-creativity-business
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 challenges and opportunities of digital disruptions around the customer and the marketplace.

Effective 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.

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
• 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

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

Programme directors

David Dubois

Joerg Niessing

www.insead.edu/executive-education/marketing-sales/driving-digital-marketing-strategy
DEVELOPING EMERGING LEADERS

Learn to lead in a fast-changing digital world

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

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

Key benefits
- Learn to monitor and mould your own behaviour and grow your awareness of how it affects others
- Discover how to create a workspace that motivates your team members to give their best while becoming skilled at providing feedback and having difficult conversations
- Build successful teams by forming meaningful collaborations in a digital organisation
- Professionals across industries who are progressing from being in an individual contributor role to leading a team of individual performers
- Emerging leaders who are having to adapt to the challenges faced by organisations in this fast-paced digital era. The programme takes you on a journey of learning to lead yourself — and then translates that knowledge into leading others and forming effective team collaborations. As an emerging leader, you will establish a link between leadership and business performance, and discover more about yourself and how your behaviour affects others. You will navigate challenges in your environment and go beyond leading individuals — forming a shared mindset, shared identity and shared understanding while collaborating within a diverse global team.

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

Programme content

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

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

Leading teams
- A digital world calls for a different style of leading and forming collaborations. Effective leaders adapt to the dynamic nature of the digital age and create an environment that fosters meaningful and positive collaboration.
- Learn what is different about collaborations in a digital organisation
- Create conditions conducive to forming effective and successful collaborations, especially in the face of a digital transformation
- Face the challenge of building a shared mindset, shared identity and shared understanding in a digital age.
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 transform vision into reality.

Inspiring this kind of confidence requires you not only to articulate and communicate your ideas with clarity and language ties to presence: how stance, gestures, movements and organisational change.

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 of Influence and Charisma

In these two modules we will help you develop and apply interpersonal persuasion skills and will highlight the importance of strategy formulation, inspirational and charismatic leadership, managerial agility, and emotional intelligence. We will also consider how observation and reflection can 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
• 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 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.
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 communicate 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 into valuation at the firm level, getting to grips with new techniques and mechanisms to estimate the value of an enterprise. 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?

**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).

**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?

**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 director**

Daniel A. Bens

Professor of Accounting and Control

**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 or 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

**www.insead.edu/executive-education/open-online-programmes/financial-analysis-managers**
INSEAD FINTECH PROGRAMME

Fintech and digital strategy

Finance is already one of the most digitised of all industries. FinTech—the adaptation of cutting-edge technology into financial transactions to improve performance—has become a buzzword on Wall Street, Main Street, and Silicon Valley alike.

But what is FinTech exactly? What are its main areas and technologies, and what can these technologies do?

Technology offers a dizzying array of possibilities, but not every technological possibility is a good business opportunity. As an incumbent, what are the potential threats posed by FinTech and how can they be turned into opportunities? As a challenger, which areas are promising and which areas are far-fetched?

The INSEAD Fintech Programme helps develop your understanding of the four main areas of FinTech: payment systems; lending and fundraising; cryptocurrencies and blockchains; and technology-driven trading and investing. You will explore these technologies from a business point of view, and discover not only the potential transformative power of some technologies, but also their limitations, so that you are able to critically evaluate either the opportunity or threat that your organisation may face due to FinTech.

The programme will enable you to build a solid understanding of what FinTech is, and ultimately develop the needed strategic response relevant to your organisation.

Key benefits

- Understand the main verticals of FinTech and their underlying key technologies
- Discover the incumbent/challenger ecosystem in each vertical
- Explore the disruptive power and limitations of key technologies from a business point of view
- Evaluate business opportunities or threats arising from FinTech and formulate appropriate strategies.

Programme content

The INSEAD Fintech Programme is delivered fully online and focuses on five core areas of FinTech, covering different topics related to that area.

Technology and consumer banking: the payment system

- Payments for ecommerce
- PSP payments
- Cross-border payments

Technology and credit: lending and fundraising

- PSP lending
- Consumer finance
- Entrepreneurial funding

Technology and money: crypto currency

- Bitcoin, Ethereum, Ripple—how are they similar and different?
- ICOs

Technology and contracting: blockchains

- Architectural choices of blockchain designs
- Leading platforms
- Promises and limitations

Technology and investing: trading and investment advisory

- High frequency trading
- AI/Robo investing

Participant profile

INSEAD Fintech Programme is designed for business leaders, executives, and entrepreneurs interested in understanding the business case for and against various FinTech trends.

Action Learning Project (ALP)

These guided ‘real-world assignments’ are a core element of INSEAD 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 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.

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.

Programme director

Lily Hua Fang
Professor of Finance
The AXA Chaired Professor in Financial Market Risk

Programme faculty

Jason Davis
Associate Professor of Entrepreneurship and Family Enterprise

Bart Zhou Yueshen
Assistant Professor of Finance

Antonio Fatas
Professor of Economics
The Portuguese Council Chaired Professor of European Studies

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INSEAD GENDER DIVERSITY PROGRAMME

Achieving gender balance is a top priority for most organisations today. The importance placed on this goal comes partly from the recognition that increased diversity can drive organisational performance, and partly from policy makers, activists and the general public urging organisations to boost women’s representation across all levels of their business.

While many organisations have good intentions, optimising gender balance is not straightforward. There are no silver bullets, nor are there off-the-shelf solutions that can be applied to all organisations regardless of context. What holds organisations back is a complex web of systemic, cultural, and structural issues that must be understood before they can be overcome.

A carefully considered, bespoke response is invaluable for executives committed to enabling gender balance in their organisations.

The INSEAD Gender Diversity Programme provides the understanding, concepts and tools that will allow you to develop a strategic and practical plan to reach gender balance in your organisation. Based on cutting-edge research, the programme will support you in building a business case for change. It will enable you to diagnose the key blockers women face in your organisation and allow you to develop a suite of multi-level interventions that work.

Key benefits
- Develop a customised business case for gender balance to drive momentum and commitment in your organisation
- Understand the range of challenges women face in organisations, and accurately diagnose those most pertinent to your context
- Design and execute a set of individual and organisational interventions - both behind-the-scenes and visible - that are tailored to your role and organisation.

Participant profile
This programme is primarily designed for people leaders at two levels.
- 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, diversity and inclusion specialists.

Programme content
The INSEAD Gender Diversity Programme is an online programme that requires you to work on multiple levels.

Building the Business Case
Drives gender balance in an organisation requires a customised business case that can align even the strongest of skeptics.
- Learn the social and moral case for gender balance
- Understand the potential impact of diversity on performance in teams and organisations
- Learn the importance of gender balance in different industries such as professional services and consumer and product-based firms
- Understand the importance of gender balance in winning the war for talent

Identifying Key Blockers
Organisations are awash with myths about why fewer women than men reach senior leadership levels. It is vital to develop an understanding of the real challenges women face and how these manifest in your context.
- Explore the range of organisational structures and processes that can unintentionally hold women back
- Recognise the behavioural norms that subtly block women’s progress on a day-to-day basis
- Understand the issues women encounter when there are few women in leadership roles in their organisation
- Develop a nuanced understanding of bias

Implementing solutions
To achieve gender balance, organisations need a concrete, coordinated plan of action that involves interventions at multiple levels, supporting and reinforcing each other.
- Learn the broad range of interventions that can be implemented to drive gender balance, and the science behind what works and what doesn’t
- Explore the interventions you can immediately implement at the interpersonal level
- Discover organisational solutions that are most powerful when implemented behind the scenes
- Understand the suite of visible organisational solutions that together will drive gender balance
- Design and test an implementation strategy for your organisation.

Action Learning Project
The Action Learning Project (ALP) will give you the opportunity to practise applying your learning to your own context. Working with the learning coach, you will design an 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 gender balance in your organisation.
- 1. Build a business case for gender balance tailored to your organisation
- 2. Conduct an organisational diagnosis to scope out the key blockers to gender balance in your context
- 3. Build and test an integrated strategy to drive gender balance in your organisation. Depending on your scope of responsibility, the integrated strategy may focus more on the interpersonal or organisational levels of analysis.

Programme directors

Zoe Kinias
Associate Professor of Organisational Behaviour
Academic Director, INSEAD Gender Initiative

Jennifer Petriglieri
Assistant Professor of Organisational Behaviour

In a Transforming World
Learn to innovate in a disruptive, uncertain world

Innovation in the Age of Disruption is an online programme that enables you to understand how to leverage innovation to respond to change, particularly change driven by digital transformation. The programme focuses on the people, process, and philosophy of innovative companies to help you develop your ability to innovate by generating more ideas and putting them into action. It explores the behaviours of innovation leaders, and subsequently the process of how innovators turn their ideas into reality. It also explains how leaders and organisations adapt their culture, structure and processes to make room for innovation. These insights are based on research of more than 400 businesses, including the world’s most innovative companies.

More specifically, the programme offers insights into ideation, design thinking, agile methodologies, and business model innovation. However, rather than offering these as fragmented approaches, this programme integrates these disparate frameworks into a single, end-to-end framework for testing innovative ideas, and enables you to understand how an organisation that is defined by and developed around innovation can adapt itself to foster and drive innovation.

Whether you are caught in the middle of digital (or other) disruption, or you want to innovate within your organisation, whether you are caught in the middle of digital (or other) disruption, or you want to innovate within your organisation, *Innovation in the Age of Disruption* will provide you with a comprehensive set of tools to adapt to today’s VUCA world.

**Key benefits**

- Understand the meaning of innovation and disruption, and learn about what kind of people lead innovation in today’s business world
- Acquire the tools and frameworks to develop a process for innovation and successfully translate your ideas into action
- Help your organisation foster innovation to forge ahead of competitors

**Participant profile**

- Professionals who want to build their capabilities to innovate, and translate these skills into a competitive advantage for their organisation
- Executives who are impacted by digital disruption
- Leaders who want to help their organisation become agile, transforming it to a vehicle of innovation

**Programme director**

Nathan Furr
Associate Professor of Strategy

**Programme content**

The programme is designed to communicate the people, process, and philosophy of innovative organisations and individuals. After an initial introduction to the new tools to manage in a world of uncertainty, the programme introduces the three pillars we have observed in successful innovators.

**People: Developing an Innovative Mindset**

The first step in this learning journey is to understand what makes innovative people innovative. Do they have innate creativity that makes them better innovators, or can a person be trained in innovative behaviours? We delve into research about the sources of creativity and innovation that help develop an innovative mindset.

- Learn about our research into innovation leaders and what makes them great innovators
- Develop the behaviours that help you become more creative and innovative
- Help team members cope with uncertainty by crafting a vision that taps into their deeper motivations

**Process: Problem-solving & Experimentation**

What tools can organisations use to more effectively turn ideas into new businesses? We draw insights from lean start-ups, design thinking, agile methodologies and business model innovation to develop a single, end-to-end framework for testing innovation ideas.

- Kick-start the innovation process by improving your ability to develop insights
- Learn about the tools and frameworks to uncover the core problem you are solving
- Use rapid experimentation techniques to test your ideas and assumptions under conditions of uncertainty

**Philosophy: Fostering Innovation in Organisations**

How do you lead innovation in an organisation that has well-entrenched methods for executing strategy? We show how to successfully lead an innovative project and adapt to the uncertainty it brings.

- Learn how to be a better leader by complementing your decision-making role with that of becoming the chief experimenter
- Set up your team to succeed in innovation projects by redefining the realms of freedom and instilling catalysts for motivation
- Explore how to measure the success of innovation projects compared to projects performed in more certain, mature business contexts and the cultural elements of adaptive organisations

**Action Learning Project**

Developing the ability to innovate by generating more ideas to solve business problems and putting them into action is becoming increasingly critical in building a competitive advantage for your organisation in this disruptive age. Skillfully applying this ability to your own business context will be key to navigating uncertainty, unlocking value and seizing the opportunities presented by disruption.

With this in mind, the Action Learning Project (ALP) will give you the opportunity to practice applying your learning to your own role. The ALP will take you on a step-by-step journey to become an innovative leader and drive innovation within your organisation.

Typically, the ALP will revolve around applying the tools and frameworks acquired in the programme to prepare an actionable plan to become more innovative as an individual (innovative me), drive innovation in key projects around your business context (innovative ideas to solve business problems) and lead innovation in the team and the organisation (innovative culture).
LEADERSHIP COMMUNICATION WITH IMPACT

Develop effective communication skills for more effective leadership

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

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

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

Building effective communication skills becomes even more important in today’s rapidly changing business landscape, where technological disruption is leading to increased volatility and uncertainty. Leaders can help their organisation’s strategic vision, inspire high performance and create positive working relationships based on vibrant interaction and listening.

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

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

Key benefits
- Discover the inner strengths of your communication potential by harnessing your communication intelligence
- Learn about your communication approach and how to adjust your communication style to increase your influence as a leader
- Build skills in creating compelling and relevant messages as well as displaying impactful leadership presence
- Expand your communication capacity to motivate and inspire people, as well as successfully connect organisational vision, strategy and execution
- Create dynamic ways to continually hone and improve your communication skills into the future.

Participant profile

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

Programme director

Ian C. Woodward
Professor of Management Practice

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.

- mould different aspects of your communication approach to demonstrate communication intelligence in action – in your messaging and through your leadership presence
- examine 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.

- Learn how communication intelligence effectively uses four mindset sets: 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 visage’ 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-V-U-C-A-D).

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.
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.

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.

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.

Effecting organisational change and leading organisational change typically face, as well as the less obvious ‘below the surface’ challenges that arise when leading an organisation.

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.

The Decision Challenge: Fair-Process in Team Decision-Making

- Understand why making decisions is the core work of leadership.
- 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.
- Discover a concrete model for enacting Fair-Process Leadership norms in your setting.

The Change Challenge: Leading Formal Change

- Understand in more detail why change in the context of digitisation can be so difficult.
- Discover ten pillars of research-backed good practices for leading organisational change.
- Learn about the “X factors” successful leaders need to lead effective change.

The Culture & Integration Challenge: Organisations for a Digital Age

- Develop an understanding of how to pinpoint and define something as seemingly abstract as organisational culture.
- Gain insights into how to shape such a culture and navigate its politics.
- Explore what it means to develop effective, digital-ready cultures.

The Political Challenge: Networks & Influence

- Explore why people often have ambivalent reactions to power and influence, even in “rational” organisations.
- Understand the difference between hard and soft power, and why developing the latter is important – especially in increasingly horizontal and network-driven work environments.
- Learn about the human proclivity for “familiar” and “clan-like” relationships, and why disruption may require us to become more socially curious and exploratory.

The Ambidexterity Challenge: Managing Contradictions in Turbulent Times

- Develop an understanding of the key contradictory forces faced by growing business organisations.
- Learn a framework to help you manage those contradictions: Paradox Mindset, Skill Versatility, Team Cohesion, Structural Moves, Contextual Work.

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 directors

- Charles Galunic: Professor of Organisational Behaviour and Affiliate Professor of Leadership and Responsibility.
- José Luis Alvarez: Senior Affiliate Professor of Leadership and Organisational Behaviour.

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Action Learning Project

Developing your leadership skills, not just knowledge, is also an ambition of the LODT 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 practice 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.

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STRATEGIC IN THE AGE OF DIGITAL DISRUPTION

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 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.

Programme director
Peter Zemsky
Deputy Dean, Dean of Innovation
The Eli Lilly Chaired Professor of Strategy and Innovation

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

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
- Digital 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

WEEK 2
Follow the Value
- Prioritising digital opportunities
- B2B value creation

WEEK 3
Competing with Value
- Achieving product-market fit with a compelling value proposition
- Positive feedback

WEEK 4
Executing on Digital
- How to execute on your digital strategy
- Resource accumulation

WEEK 5
Seeing the Big Picture
- Company value chain
- Integration: AI Traps and Pitfalls

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 experiences 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. Attracting new opportunities from 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
Richard Jeger Chair
Professor of Strategy & Organisation Design

Theodoros Evgeniou
Professor of Decision Sciences and Technology Management

Transforming Your Business with AI

Transforming Your Business with AI gives you a deep understanding of how AI is deployed in business. Let’s 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, Machin 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 “garnification”.
- 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.

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

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NEGOTIATION FUNDAMENTALS

Build the foundations to become an expert negotiator

Negotiation underpins every aspect of human life. Our ability to collaborate around shared interest or to compete when necessary, to secure goals, experience belonging or to drive change – all of this is contingent on our ability to negotiate with other people, both in our personal and professional lives. 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.

You explore the what of negotiation: how it works in theory, where to focus and what you need to prepare to be a successful negotiator.

And you experience the how: how to listen, how to manage emotions, how to use questions to reduce conflict and build understanding, and how to advocate for your objectives in a way that reduces resistance and drives better outcomes.

Negotiation Fundamentals accelerates your ability to determine what matters (and what doesn’t), what works (and what doesn’t) and in which contexts; and to identify and deploy the strategies that will enhance your negotiating behaviours and outcomes, and those of other people.

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
- Kick start your journey to a Certificate in Negotiation with INSEAD Executive Education.

Programme Content Flow

The Negotiation Fundamentals fully on-demand learning content is 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 6 months.

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 Executive Education.

特别是 suitable for those working in sales or procurement, individuals or teams dealing with high value deals, including financial transactions, partnerships or government.

www.insead.edu/executive-education/open-online-programmes/negotiation-fundamentals
STRATEGIC NEGOTIATIONS

Become a more strategic negotiator
All of us negotiate all the time. Whether it is buying or selling, managing or working with 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 on-demand online programme who wish 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

www.insead.edu/executive-education/open-online-programmes/strategic-negotiations
ADVANCED NEGOTIATIONS

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. Brining 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 Movements and Difficult Behaviours. You can then choose three electives from a selection of six, to accelerate your skills in negotiation and to train for specific scenarios, such as negotiating virtually, multiparty negotiation and cross-cultural negotiations.

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.

In week one, you complete two mandatory electives that will ground you in the dynamics of expert negotiation. Over the following three weeks, you select one of two options each week, to customise your learning.

Week 1: Expanding your negotiation toolbox
- Critical Moments
  - Learn how to manage your energy in line with negotiation scenarios
  - Anticipate and diagnose common and unique critical moments
  - Discover best practices that facilitate good decision making during critical moments
- Difficult Behaviors
  - Learn how to manage the odds of the counterparty becoming problematic
  - Diagnose and isolate the source of the conflict amidst numerous challenging tactics
  - Prioritise robust strategies to convert difficult into productive negotiation behaviours

Week 2: Negotiating your surroundings
- Virtual Negotiation
  - Appreciate the differences between F2F and virtual negotiations
  - Diagnose when negotiations require unique virtual strategies
  - Practice tactics to choose and negotiate through the “best” channels
- Negotiating Conflict
  - Understand what leads to conflict and how you can manage your own
  - Understand how to manage particularly emotional and difficult negotiations
  - Practice how to mediate third party disputes towards agreement

Week 3: Negotiating individual differences
- Negotiating Power & Power Differences
  - Understand the different sources of negotiation power and their pros and cons
  - Learn how to maximise your leverage independently of your initial position
- Cross-cultural & Gender Negotiations
  - Understand the impact that culture and gender have on negotiations
  - Learn how to diagnose cultural and gender from other negotiation challenges
  - Practice negotiation strategies and moves that work across cultures and genders and how to bridge cultural and gender differences

Week 4: Negotiating complex contexts
- Multiparty Negotiation, Consensus Building & Stakeholder management
  - Appreciate the additional complexities of multiparty vs 1-on-1 negotiations
  - Learn how to lead multiparty negotiation dynamics and its many stakeholders
  - Practice consensus building strategies to build sustainable agreements

Programme directors
Roderick Swaab
Professor of Organisational Behaviour
Horacio Falcão
Professor of Management Practice at INSEAD
& Director of the Negotiation Dynamics Programme
Eric Luis Uhlmann
Associate Professor of Organisational Behaviour

www.insead.edu/executive-education/open-online-programmes/advanced-negotiations
Advance your leadership. Reshape the future.

**LEAD** 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 **LEAD** Certificate gives you what you need to broaden your business understanding while sharpening your focus, to adapt to changing contexts and deliver unprecedented results.

**LEAD** 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.

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.

**LEAD** is designed for optimal impact, 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.

**LEAD** 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
Participant Profile

LEAD 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 LEAD 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.

LEAD offers:
- Engagement, interaction and support throughout INSEAD LEAD
- Webinars and live virtual sessions
- Events and networking sessions
- Virtual Cocktails
- LEAD Council and Townhalls
- Learning Partner groups and accountability buddies
- Leader Forums and Live Forums with INSEAD Alumni

Learning Journey

- 12 months hybrid blended learning journey supported by regular live virtual interactions to further facilitate the learning and networking

Welcome and introduction to the programme
- Half day

Core Presentations
- Live virtual

Synchronous programme
- Three half days

Core Presentations
- Live virtual

Project Presentations and closing of Core Modules
- Live virtual

Workshop & Graduation
- 2 days workshop / live case

Half day sector workshops
- Half day graduation
- 3 days

Upon successful completion of all programme activities, participants are awarded an official LEAD Certificate of completion.
These guided ‘real-world assignments’ are a core element of INSEAD’s 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 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.

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 online programmes at INSEAD. 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?

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<thead>
<tr>
<th></th>
<th>STANDARD</th>
<th>PREMIUM</th>
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</thead>
<tbody>
<tr>
<td>Touchpoints with an INSEAD Learning Coach</td>
<td>Limited</td>
<td>Extensive</td>
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<tr>
<td>Action Learning Project</td>
<td></td>
<td></td>
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<tr>
<td>Coaching Guidance on ALP</td>
<td>Formulation</td>
<td>Formulation, Experimentation, Iteration</td>
</tr>
<tr>
<td>Duration</td>
<td>5 weeks to formulate (+ 2 weeks to finalise)</td>
<td>5 weeks to formulate + 2 weeks to finalise + 4 weeks to iterate</td>
</tr>
<tr>
<td>Pace</td>
<td>Accelerated</td>
<td>Accelerated and iterative</td>
</tr>
<tr>
<td>Access to programme content</td>
<td>6 months from start date</td>
<td>12 months from start date</td>
</tr>
<tr>
<td>Price</td>
<td>€1,950</td>
<td>€2,500</td>
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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.
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.

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

List of Online Certificates:

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 and benefit from a 40% discount off the fee of your third programme
Contact our Programme Advisor to start the enrolment process: ioc_contact@insead.edu
Upon your enrolment on the third programme, you will benefit from a 40% reduction fee.
INSEAD Online Certificate in Innovation
Leading in a Transforming World

Change is happening at rapid speed. To stay ahead and ensure competitive advantage, leaders must continually review and reinvent new products and services and build with agility. INSEAD’s Online Certificate in Innovation will help you understand and develop the skills needed to innovate, thrive and drive sustained success.

Choose One Core Online Strategy Programme
1. Strategy in the Age of Digital Disruption
OR
Business Strategy and Financial Performance
5 or 7 weeks

2. Developing Emerging Leaders
OR
Leading Organisations in Disruptive Times
5 or 6 weeks

3. Design Thinking and Creativity for Business
OR
Innovation in the Age of Disruption
5 weeks

INSEAD Online Certificate in Innovation

The INSEAD Online Certificate in Innovation counts towards the Certificate in Global Management as a specialised programme and totaling 5 eligible days.
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 ongoing 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

1. Strategy in the Age of Digital Disruption
   OR
   Business Strategy and Financial Performance
   5 or 7 weeks

2. Developing Emerging Leaders
   OR
   Leading Organisations in Disruptive Times
   5 or 6 weeks

3. Building Digital Partnerships and Ecosystems
   OR INSEAD Fintech Programme
   OR Transforming Your Business with AI
   5 weeks

The INSEAD Online Certificate in Digital Transformation counts towards the Certificate in Global Management as a specialised programme and totalling 5 eligible days.
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 Digital Disruption
   OR
   Business Strategy and Financial Performance
   5 or 7 weeks

2. Developing Emerging Leaders
   OR
   Leading Organisations in Disruptive Times
   5 or 6 weeks

3. Leadership Communication with Impact
   OR
   Financial Analysis for Non-Financial Managers
   OR
   Driving Digital Marketing Strategy
   OR
   Executive Presence and Influence
   OR
   INSEAD Gender Diversity Programme
   5 weeks

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

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.

*Complete the 3 programme within 2 years and receive a 40% reduction on the fee of the 3rd programme. Participants are required to complete the programmes in the sequence displayed. 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 totaling 3 eligible days.
The INSEAD xCHANGE Simulation

Leading strategic change in a rapidly changing world

Today’s business context is more prone to exponential change and uncertainty than ever before. Navigating disruption and securing your long-term competitive edge means building the agility and nimbleness to respond, to adapt and to innovate fast. It means addressing multiple objectives simultaneously: from market fit to coordination, from collaboration to resource acquisition. And it means developing the next-generation leadership skills to overcome resistance and to forge the broader, multi-stakeholder buy-in that will drive innovation meaningful change.

The INSEAD xCHANGE Simulation is a one-of-a-kind, game-changing simulation tool that puts you in the driver’s seat and empowers you with the understanding, the confidence, the leadership frameworks and the hands-on tools to lead transformation within your organisation.

Developed in partnership with innovation pioneers, Prendo and xLEAD, the xCHANGE Simulation dynamically captures the challenges of change and teamwork that define today’s business context, integrating the very latest thinking on agile organisations with real-world, practical insights for immediate impact. You are required to respond cognitively, emotionally and strategically – confronting an authentic, simulated leadership challenge that highlights the importance of getting beyond the team to engage the larger ecosystem and build the collaboration frameworks to drive innovation.

The challenges are real but the learning happens in a safe, risk-free environment; one that is enriched by immediate and clear feedback and actionable takeaways for you and your organisation.

The xCHANGE Simulation is a profound, 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.

Key benefits:

- Develop the competencies to build and align an effective change team
- Learn to deploy formal and informal networks
- Discover and leverage compelling influencing strategies
- Successfully navigate the complexities of organisational culture and politics
- Maximize stakeholder support for a specific innovation
- Build networks across the organisational ecosystem to secure buy-in for change
- Make organisational change happen

Delivery

The simulation is an optional add-on to take your learning on Leading Organisations in Disruptive Times one step further. It is delivered fully online following the Peer Review at the end of the programme.

Participant profile

Adapted to executives who are leading or form part of a strategic change initiative within organisations at all stages of their career.

The simulation enables analytical thinking capabilities, innovation and powerful, immediate and long-term impact across at every level of your organisation.

“...The xCHANGE Simulation brings to life some of the most fundamental, universal and common challenges that modern executives face: increasing rates of change, and the need for rapid innovation, combined with the fundamental reasons why change is difficult. Executives leave with more of a sense of urgency that change needs to happen now. They understand what they have to do to make change happen in an exponentially changing world. And they have a road map to enable them to move ahead within their own organisations.”

Henrik Bresman
Associate Professor of Organisational Behaviour at INSEAD
FAQs

How do I apply and what is the selection process?
Similar to our face-to-face programmes, we have an application and admission process in place for our online programmes to ensure a diverse and motivated group of participants for a rich learning experience. The Admissions Committee reviews all applications to ensure that each participant fulfills the requirements and any prerequisite request for the programme. The Admissions Team will then confirm if you are accepted to the programme.

How much time should I expect to dedicate a programme every week?
A programme should take approximately 4-6 hours per week over the course of 5 weeks. You can expect to devote 1–2 hours per week watching video lectures on fundamental concepts, 1 hour per week interacting with fellow participants in discussions or reflecting on the concepts through quizzes and reflections, and 2-3 hours per week applying the fundamental concepts in an Action-Learning Project to understand their relevance to your everyday work.

What is the weekly learning rhythm during a programme? Do I need to be online at specific times during the programme, or can I learn ahead of the rest of the class?
The programme are designed in a manner to encourage the whole class to learn together, moving at a certain pace from week to week, while providing enough flexibility within each week for the participants to review the content at their own convenience. While a week is open, you can log in anytime at your convenience and review the weekly content at your own pace, as the learning design is asynchronous.

What is the role of the Learning Coach?
At INSEAD, you never learn alone. To bring this notion alive in the online setting, we have built a learning community comprising of the participants, the faculty and the learning coach. The learning coach plays an integral part in stimulating content discussions, encouraging collaboration between participants as well as guiding the participants closely in the design of their ALP.

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

Will I be able to interact with other participants?
Yes, of course. The learning experience is designed to encourage interaction. Participants are able to interact with each other through discussion forums interspersed throughout the platform. In addition, participants would have the option to work on the Action-Learning Project in groups with fellow participants. They would also have the opportunity to interact with each other during the live call with faculty.

What are the learning requirements in order to successfully complete a programme?
Our online programmes, like our face-to-face programmes, follow a rigorous learning process. Participants are expected to fulfill a certain minimum criteria to earn the Certificate of Completion.

What do I receive upon completion of a programme?
Upon successfully completing all the programme requirements in time, you will receive an official Certificate of Completion from INSEAD, which you can also share with your network on LinkedIn. The top performers of the class will receive a Certificate with Distinction.

Can I continue to access a programme content even after the programme finishes?
Yes. The entire content of a programme is available to you for up to 6 months from the beginning of the programme.

I work for a company or organisation that would like to enrol multiple employees in the same programme. Is this possible?
Absolutely, and we actually encourage participants to attend in teams in order to maximise the learning and impact. We also offer a special fee for groups of executives attending from the same organisation, so please feel free to contact us for more details.
## INSEAD Open Online Programmes Calendar 2022-2023

<table>
<thead>
<tr>
<th>Programme</th>
<th>Dates</th>
<th>Individual Application Deadline (11am CET)</th>
<th>Group Application Deadline</th>
<th>Location</th>
<th>Length*</th>
<th>Fee**</th>
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<tbody>
<tr>
<td>Building Digital Partnerships and Ecosystems</td>
<td>14 November 2022</td>
<td>31 October 2022</td>
<td>15 October 2022</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,950(1)</td>
</tr>
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<td></td>
<td>17 March 2023</td>
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<tr>
<td>Business Strategy and Financial Performance</td>
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<td>5 September 2022</td>
<td>20 August 2022</td>
<td>Online</td>
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<td>Developing Emerging Leaders</td>
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<td>Driving Digital Marketing Strategy</td>
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<td>13 March 2023</td>
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<td>Executive Presence and Influence <strong>NEW</strong></td>
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<tr>
<td>Financial Analysis for Non-Financial Managers</td>
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<td>Leadership Communication with Impact</td>
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<td>Advanced Negotiations <strong>NEW</strong></td>
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<td>LEAD <strong>NEW</strong></td>
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</table>

*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 20% special fee reduction for a group of 5 participants or more. **SPECIAL OFFER FOR PAST PARTICIPANTS**
Past participants of INSEAD Executive Education Open Programmes (On-campus, Live Virtual and Blended) are eligible for a 20% special fee reduction. To access the offer, please contact a programme advisor.
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