



# Executive Education

## Leadership in a Crisis: S.E.C.U.R.E. your Future

### Online Programmes

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# LEADERSHIP IN A CRISIS: S.E.C.U.R.E. YOUR FUTURE **NEW**

The COVID-19 pandemic is a huge shock to global communities and the global economy. The early warning signals are everywhere - dramatic reduction in consumption in many key industries, steep depreciation of currencies, fractured global supply chains and severe liquidity problems for businesses and consumers alike, together with volatile financial markets. In short, the COVID 19 pandemic is morphing from a health pandemic to an existential crisis for consumers, employees, businesses and economies across the world. The key challenge for organisations in coping with this crisis is having leaders who are prepared to lead their organisation's and its employees in a time of crisis - and then preparing themselves for the surge post-crisis.

**Leadership in a Crisis** is an online programme that helps identify the key stakeholders in an organisation's ecosystem, their critical challenges in a crisis situation and its implications for messaging and actions. The programme articulates the key requirements for effective leadership in a mission control room during a crisis, and more importantly highlights the necessity of a leadership mindset to extend beyond the immediacy of the crisis to the necessity of imagining a new world of possibilities for the leader and their organisation post-crisis.

## Key benefits

- Engage your stakeholder portfolio and heighten your interactions
- Effectively lead a mission control leadership team
- Enhance your crisis-messaging and develop stakeholder-centric communication skills
- Develop avenues for protecting liquidity and create business opportunities
- Become a "Phoenix-Like" leader

## Participant profile

The Programme is designed for:

- Executives in leadership positions at all levels looking to lead their organisations effectively through a crisis

## Programme directors



**Ian C. Woodward**

*Professor of Management Practice*



**V. Paddy Padmanabhan**

*Professor of Marketing*



**Sameer Hasija**

*Associate Professor of Technology and Operations Management*



**Pushan Dutt**

*Professor of Economics*

## Programme content

### MODULE A

#### Crisis Leadership

- Introduction
- The Nature of Crisis
- The S.E.C.U.R.E. Pathway and Framework
- Stakeholders
- Effective Leadership
- Communication

### MODULE B

#### Crisis Response

- Unifying Priorities
- Resources and Operations
- Elevating the Future

### MODULE C

#### Crisis Learnings

- Understanding the Impact of a Crisis
- Lessons from previous crises for critical stakeholders
- Webinar Debrief: Crisis Simulation Exercise
- Conclusion and Wrap-up

## Industry examples

In this programme, you will encounter a number of examples of how real-world companies and industries – old and new – have confronted their challenges and evolved to sustain any crisis. You will learn from the successes and the failures, and their stories will help you navigate transformational change, that you can apply to your professional context. Some examples included in the curriculum are:



Pharmaceutical



Retail



Food & Beverage



Hospitality



Technology



Oil & Gas

# THE S.E.C.U.R.E. FRAMEWORK



## Stakeholders

Secure a deep relationship with your stakeholders.

- Engage Your Stakeholder Portfolio
- Evaluate Stakeholder Impact
- Give Stakeholders a Voice
- Monitor Stakeholder Connection
- Heighten Your Stakeholder Interaction



## Unifying Priorities

Secure your mission, purpose and goals.

- Secure your mission, purpose and goals.
- Commit to Urgent and Clear Short-Term Goals
  - Priorities for Effectiveness
  - Annunciate Decision Rights, Expectations and Incentives
  - Deploy Mission Execution Teams
  - Share Information Transparently



## Effective Leadership

Secure your mission leaders, teams and people.

- Secure your mission leaders, teams and people.
- Establish Mission Control
  - Unleash the Mission Control Leadership Team
  - Employ Different Leadership Altitudes
  - Role Model "Urgent Calm" Leadership Behaviors
  - Sustain Leadership as a Dialogue



## Resources & Operations

Secure your mission's cash and business activities.

- Protect Liquidity and Cash
- Corraling Bottlenecks
- Reoptimise Product/Service Flows
- Seek New Partners
- Embrace External Assistance



## Communication

Secure your lines of effective engagement.

- Three Golden Rules for Crisis-Messaging
- Over-Communicate with Credibility
- Stakeholder Centred Communication
- Make it Meaningful
- Coordinate all Communication



## Enact your Phoenix-Like Rebirth

Secure your post-crisissurge

- Secure your post-crisis surge.
- Become a "Phoenix-Like" Leader
  - Hone your Insightfulness
  - Practice Phoenix-Like Leadership Habits
  - Plan for Rebirth in Horizons
  - Put Your Rebirth into Overdrive

# Certificate

Upon successful completion of the programme activities, combined with satisfactory grades on the final assignment, you are awarded an official digital Certificate of Completion from INSEAD, which you can showcase on your LinkedIn profile. The top performers receive a Certificate with Distinction.



Note: After successful completion of the programme, your verified digital certificate will be emailed to you in the name you used when registering for the programme. All certificate images are for illustrative purposes only and may be subject to change at the discretion of INSEAD.



### Dates

**Begins 16 November 2020 - 3 weeks\***

*Individual application deadline: 2 November 2020 at 11am CET*

*Group application deadline: 19 October 2020*

### Fees

**€980\*\***

### Contact

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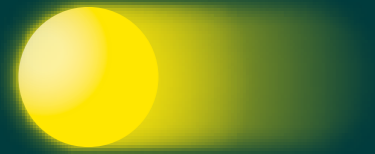
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\*The programme content is delivered over the specified consecutive weeks, followed by 2 weeks to finish project work and engage in peer review.

\*\*Fee subject to change. Local taxes shall apply at the prevailing rates. We offer a special fee reduction of 20% for a group of 5 participants or more.



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