



**25th Executive Master
in Change
Anniversary**

Executive Master
in Change

Together, we transform.

The INSEAD Executive Master in Change Advantage

The INSEAD Executive Master in Change (EMC) takes you deep into the basic drivers of human behaviour and the hidden dynamics of organisations. There is a myriad of reasons why the EMC programme stands out from the rest.

Sophisticated Change Leadership

Develop your capability and authority to lead people and organisations through transformation. Understand yourself as an instrument of change and learn how to empower others to champion change.

Psychological & Systems Approach to Change

Assimilate knowledge and frameworks to effect behavioural and organisational change, integrating human and system complexity. Gain a deep understanding of the role of emotions, the economy of knowledge and developing human capital.

Career & Personal Development

Study in a diverse, global cohort to support your personal development journey through peer and individual coaching. Move from success to significance.

Real-Time Transformation

The EMC programme offers a convenient schedule that allows you to study while you work. The modular format enables you to make an immediate impact at work.

World-Class Faculty & Research

With a combination of experience and talent, our faculty creates top-notch programmes and cutting-edge research that influences businesses around the world.

Global Community

The bonds fostered with one another during the programme often translate into lifelong friendships and business opportunities. You will join the INSEAD family of over 70,000 influential alumni in more than 180 countries.

Multiple Perspectives

Each class has an unparalleled diversity of nationalities and business backgrounds. In an EMC classroom, you will maximise your learning by challenging your assumptions and broadening your perspectives.

A Typical Class



60
Participants
(Across 2 intakes)



44
Average Age



18
Average Years of
Work Experience

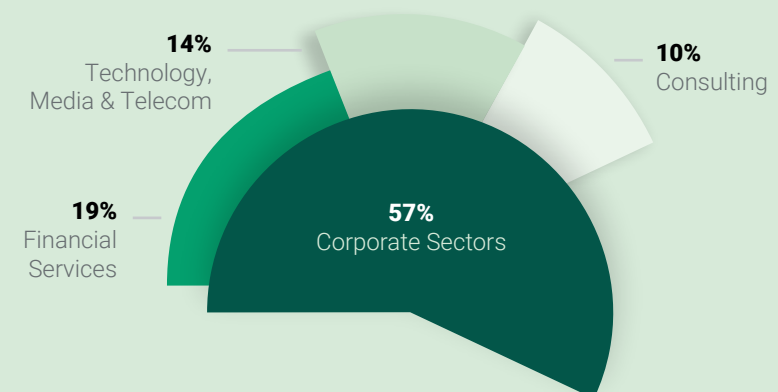


31
Nationalities



54%
Women

Main Industry Sectors



Your Course Timeline

CURRICULUM

18 MONTHS

RECEIVE MASTER THESIS SUPPORT

Module

1

Building Foundations

- Learn to use psychodynamic and other psychological concepts to explore the hidden dimensions of yourself and organisations
- Open the door to exploring the unknown

Module

2

Interpersonal Perspectives

- Make sense of your inner theatre
- Learn to understand both your own and others' emotions
- Increase your ability to recognise and diagnose key behaviours
- Discover techniques to regulate your emotions

Module

3

Practicum: Executive Exchange

- Shadowing a classmate at their place of work and being shadowed

Leadership Dynamics

- Engage in comprehensive 360-degree feedback exercises that examine your professional and personal leadership style, and undertake a personality audit
- Use these insights to develop a personal leadership development plan
- Understand the nuances between effective and ineffective leadership styles
- Create high-performance teams

Module

4

Practicum: Organisational Observation

- Conducting an organisational observation/diagnosis in an organisation other than your own

Organisational Groups and Family Systems

- Develop your ability to apply family-systemic thinking in coaching and consulting
- Build your appreciation of the influence that your family has on you and your work
- Gain an understanding of the unique business and interpersonal challenges of advising family-owned businesses

Module

5

Intergroup Dynamics

- Increase your understanding of group decision-making, influencing processes and multiparty team dynamics through an experiential learning simulation
- Learn to increase cohesiveness and effectiveness regarding tasks
- Understand the roles you play in a team – practise team coaching

Master Thesis

- Receive advice about choosing your thesis topic. It should be meaningful for you, interesting to a wider audience and applicable to real-life practice

Module

6

Organisational Change

- Address the challenges of diagnosing and changing behaviour in organisations
- Gain insights into change from both classical and system psychodynamic perspectives
- Engage in an in-depth case consultation by presenting your change management study

A Reflective Learning Journey

The EMC is a programme about human relations and behaviour applied to management and draws on a broad range of academic disciplines. The programme is conducted across 18 months and allows participants the opportunity to attend at either the Fontainebleau or Singapore campus.

Consisting of eight on-campus modules of three to four days each (including weekends),

participants will also have 60 hours of "practicum" (supervised diagnosis and practitioner exercises), a Master Thesis of up to 50 pages as well as written work, readings and group calls between modules.

To support participants on their individual career journey, INSEAD's Career Development Centre offers EMC participants two career coaching sessions as well as CV advice.



Your Course Timeline

CURRICULUM

18 MONTHS

RECEIVE MASTER THESIS SUPPORT

Module

7

Practicum: Designing an Intervention

- Design an individual, team or organisational intervention

Human Behaviour Dynamics from the Organisational and Macro Perspective

- Learn about macro and organisational dynamics such as power and politics, social networks, and organisational culture
- Keep up-to-date with the most recent research, new trends and perspectives through INSEAD faculty and visiting professors
- Use the skills and knowledge that you have gained over the previous modules to better understand the process of human and organisational development

Module

8

Transforming Self and Society

- Navigate career transition
- Implement the new perspectives you have gained to develop a unified and integrated change process

Submit Master Thesis

You will need to write and submit your thesis within four months of the end of the final module. Successful completion of the Master Thesis is necessary in order to graduate.

Meet the Programme Directors



Changes bring on tension but also give you the feeling that you are alive. There is something about the combination of the cognitive content of the programme and the intensive group setting that creates tipping points in our participants' lives and work."

Erik Van de Loo
Affiliate Professor of
Organisational Behaviour



We live in a fast-moving and everchanging world where we cannot always choose our destinies. But how we respond, calming the mind and developing the capacity to think rather than just react, will certainly help oneself and others. It's one of the aspirations of this programme."

Michael Jarrett
Professor of Management
Practice in Organisational
Behaviour



Developing the capacity to remain active and effective in the whirl of daily life requires the paradoxical ability to observe ourselves from an external perspective. One of the goals of the programme is to foster the development of both perspectives – in the game and on 'the balcony' at the same time."

Michael Shiel
Adjunct Professor
of Strategy



By exploring system psychodynamics through a variety of conceptual and experiential methods and practical application, EMC helps leaders to refine their understanding and handling of challenging business situations. Ultimately, the resulting shift in awareness and the ability to work with human and system complexity helps leaders to drive purpose and business."

Saskia de Maat
Adjunct Professor of
Organisational Behaviour



The EMC combines experiential and traditional teaching methods to develop participants' awareness, ability, and agency for working with people and the complex systems they inhabit. These capabilities are essential for individuals and organisations in today's changing, dynamic environment."

Lee White
Adjunct Professor of
Organisational Behaviour



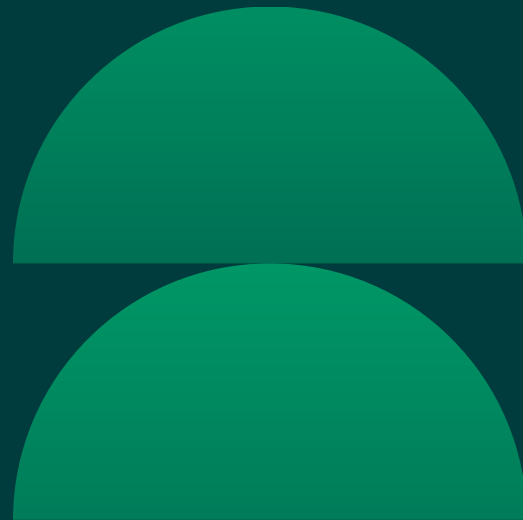
The Executive Master in Change impact

For the past 25 years, the INSEAD Executive Master of Change has offered a distinctive and highly practical journey into the deep challenges organisations encounter when navigating change.

Frequently described as a journey of deep transformation by those who attend, the programme has a significant impact on both the professional and personal lives of the Alumni. An impact which demonstrates itself in greater self-awareness and also an enhanced ability to navigate and drive organisational change and transformation.

When surveying 300 Alumni of the programme, the following impacts were mentioned:

- ▶ Personal transformation and leadership growth with enhanced self-awareness, empathy, and the ability to manage complex dynamics were commonly reported outcomes
- ▶ Systemic and psychodynamic understanding with an improved ability to manage and navigate unconscious behaviours and organisational pitfalls
- ▶ Innovative contributions with alumni initiating impactful projects like developing leadership programmes, fostering innovation cultures, and designing organisational structures with systemic insights
- ▶ Professional recognition and advancement with many participants achieving higher leadership positions
- ▶ Enhanced reflective and emotional skills
- ▶ Broader impact and networking with expanded professional networks and leveraging the programme's teachings to tackle complex challenges globally



Alumni Spotlight:

Stories of Transformation

Turning Around a Struggling Organisation

After completing the EMC programme, Sophia Martinez took on the role of CEO at a family-owned manufacturing company facing financial turmoil and low morale. Leveraging her newfound understanding of organisational dynamics and systemic thinking, she implemented strategies that not only restored financial stability but also fostered a culture of collaboration and innovation. Today, the company is a recognised leader in sustainable manufacturing, and Sophia credits the EMC experience for equipping her with the tools to lead through complexity.

The EMC programme didn't just teach me how to lead; it taught me how to listen. By understanding the underlying dynamics of my organisation and my own inner world, I was able to rebuild trust and guide my team toward a shared vision.

Sophia Martinez

Redefining Leadership in Healthcare

Dr. Rajesh Kapoor, a senior physician, was inspired by the EMC programme to address burnout among healthcare professionals in his hospital. Applying psychoanalytic insights, he led the creation of a groundbreaking wellness initiative that included peer support groups and systemic reforms in work-life balance policies. The initiative significantly reduced turnover rates and became a model for other hospitals in the region. Rajesh's story highlights how self-awareness can transform not only individuals but entire ecosystems.

Burnout isn't just an individual problem; it's systemic. The EMC gave me the tools to address the root causes, not just the symptoms. Today, I'm proud to see how small changes in leadership can create a ripple effect of well-being across an entire organisation.

Dr. Rajesh Kapoor

Empowering Women Entrepreneurs in Emerging Markets

Lina Abdulrahman, a social entrepreneur, founded a non-profit organisation that supports women entrepreneurs in the Middle East. After completing the EMC programme, she redesigned her approach, focusing on building psychological resilience and leadership capabilities among her programme participants. Her work has since helped over 1,000 women overcome cultural and systemic barriers, turning their small businesses into thriving enterprises.

What I learned at EMC transformed how I approach leadership. It's not just about strategy; it's about empathy, resilience, and seeing the bigger picture. The women I work with now tell me they feel truly seen and empowered for the first time.

Lina Abdulrahman

Driving Inclusion in a Global Tech Firm

As a senior executive at a leading tech company, Michael Chen used the EMC experience to champion diversity and inclusion. By addressing unconscious biases and fostering an inclusive leadership culture, Michael's initiatives led to a measurable increase in workforce diversity and employee engagement scores. His story demonstrates the power of applying EMC insights to drive organisational change in high-pressure, fast-moving industries.

I used to think diversity was about metrics. EMC helped me understand that real inclusion is about shifting mindsets and behaviours. The changes I've made at my company have not only improved our culture but also our performance.

Michael Chen

Connecting the World's Professionals

Our mission is to bring together people, cultures and ideas to develop responsible leaders who transform business and society.

Be part of a global network that embodies our **five founding values**:



Independence



Rigour & Relevance



Diversity



Entrepreneurial Spirit



Closeness to Business

An Ecosystem That Nurtures Success:

World-Class Faculty

- ▶ 159 world-leading experts from 40+ nationalities
- ▶ Scholars and practitioners who conduct research that pushes the frontiers of business knowledge
- ▶ Frequently named on the prestigious *Thinkers50* list

Strong Alliances & Partnerships

- ▶ CEIBS
- ▶ INSEAD-Wharton Alliance
- ▶ Kellogg
- ▶ Sorbonne University
- ▶ Tsinghua University
- ▶ Yale's Global Network for Advanced Management

Enriching Student Life

- ▶ Launch Week/Cultural Festivals
- ▶ Over 40 Student Clubs
- ▶ Student-led Conferences
- ▶ INSEAD Partners Community

Centres & Initiatives

INSEAD conducts research and provides insights that shape management practice in 19 centres and initiatives, including:

- ▶ The Hoffmann Institute
- ▶ The Rudolf and Valeria Maag INSEAD Centre for Entrepreneurship
- ▶ The Gender Initiative
- ▶ The Blue Ocean Strategy Institute

INSEAD Launchpad

An accelerator initiative for alumni start-ups to:

- ▶ Receive advice and funding
- ▶ Receive support to scale and extend their reach
- ▶ Join events where successful entrepreneurs share insights

Your Journey Starts Here

The diversity in the EMC is second to none. Participants from a wide range of backgrounds are drawn to this programme by a perception of being at a crossroads in their lives and wanting to build on their experiences towards an even greater sense of meaning.

Admissions Process

All elements of your application will be thoroughly reviewed by the Admissions Team. The selection process will take up to eight weeks from the date of completed application submission.



Admissions Criteria

The EMC Admissions Team is looking for candidates with intellectual curiosity, who have the ability to self-reflect and the desire to learn from others and challenge themselves.

Professional experience and potential to be an agent of change

We welcome participants with at least 10 years of professional experience, and we also consider less experienced careers, complemented by a Master's degree, PhD, MD, or JD. Aside of your qualifications, we value the quality of your achievements, the motivation that has driven you throughout your career, your self-reflection ability and your drive to becoming a catalyst for change.

Interest in Psychological Approaches to Management and Self-Development

You should demonstrate a desire to understand yourself as a first step towards understanding others. We seek candidates who have a clear motivation for intellectual growth, both in the classroom and beyond.

Ability to Contribute to the INSEAD Experience

We seek candidates who will contribute proactively and share the insights they have gained throughout their professional and personal experience.

Programme Start Dates

Singapore Session:
Starts on 24 September 2026

Fontainebleau Session:
Starts on 3 March 2027



Financing

Tuition fees:

Singapore: SG\$89,130 GST inclusive
Fontainebleau: €62,625 excl. VAT / €75,150 incl. VAT

Fees are subject to change. Please refer to the [INSEAD website](#) for the latest updates.

Admitted students are also eligible to apply for tuition financing from the following:

Lendwise

lendwise.com

Juno

joinjuno.com

Lendorse.

lendorse.com

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