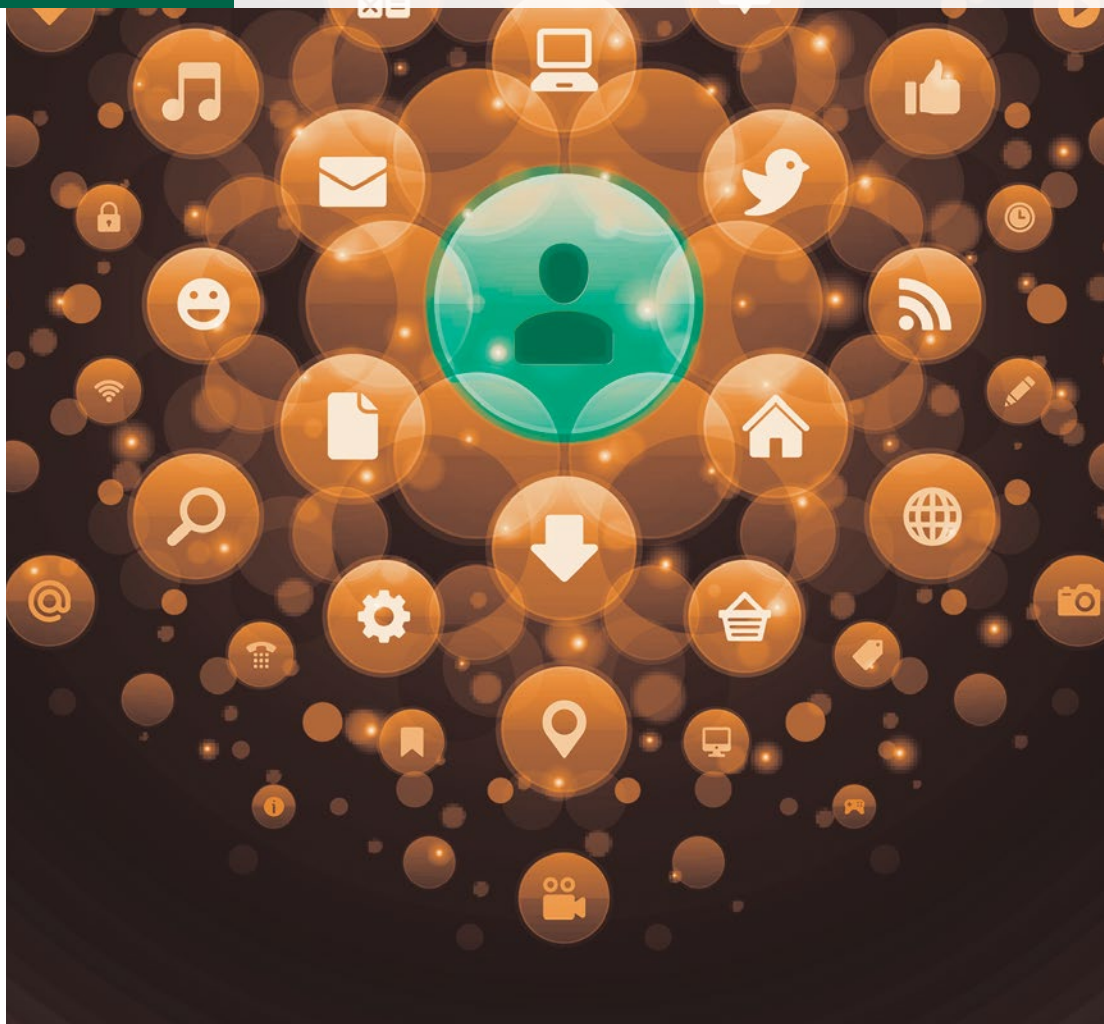


INSEAD

EXECUTIVE EDUCATION  
OPEN ONLINE PROGRAMMES



## EMERGING LEADERS IN A DIGITAL AGE



The Business School  
for the World®

# REIMAGINING ONLINE LEARNING FOR EXECUTIVES



**20,000+**

ONLINE PROGRAMME PARTICIPANTS SINCE 2014



**> 90%**

EXCEPTIONALLY HIGH COMPLETION RATES



HIGH PARTICIPANT SATISFACTION



EXECUTIVES HAVE ALSO DEMONSTRATED IMPRESSIVE ABSORPTION OF CONCEPTS, AS REFLECTED IN THEIR FINAL GRADES



“Management education is critical for building the capabilities that companies and other organisations need in order to adapt to changes in their environment. Just as digital is disrupting other aspects of business and society, so too it is impacting executive development. While the case for high-quality, in-person education for top executives remains strong, at INSEAD we are also embracing the exciting new possibilities created by digital.

Online programmes give busy executives – for whom time commitments and rigid scheduling are a continual challenge – the flexibility to learn on their own schedule. Furthermore, organisations can benefit from the scale and speed of online education to give their employees the critical knowledge needed to formulate new strategies and execute on organisational transformation.

Our online programmes combine our deep expertise in developing high-quality executive programmes that translate into business impact with the convenience of modern online learning. INSEAD is among the top three Executive Education providers globally with a world-class faculty and an ability to deliver cutting-edge business content to an international business community. True to our pioneering spirit and tradition of innovation, in 2014 we started developing customised online programmes for leading global companies including Microsoft and Accenture. A tremendous success, our customised online programmes have now won numerous learning industry awards based on strong results for completion rates, for relevance, and for business impact across more than 20,000 executives.”

**Peter Zemsky**

Deputy Dean, Dean of Innovation  
The Eli Lilly Chaired Professor of Strategy and Innovation

# THE INSEAD ONLINE LEARNING EXPERIENCE

## 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, television-quality filming in INSEAD amphitheatres with actual participants
- Use of relevant and engaging examples and short case studies from a wide range of industries.

## 2. INTERACT

### MULTI-DIMENSIONAL INTERACTIONS WITH PEERS, FACULTY & A LEARNING COACH

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.

- A mobile-friendly learning platform built to maximise interaction and engagement
- Faculty answering participants' questions during the programme via live calls and just-in-time videos
- A learning coach guides participants through the programme, simulating content discussions and helping them with their learning.

## 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.

The top performers receive a Certificate with Distinction.



## YOUR WEEKLY LEARNING JOURNEY

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.

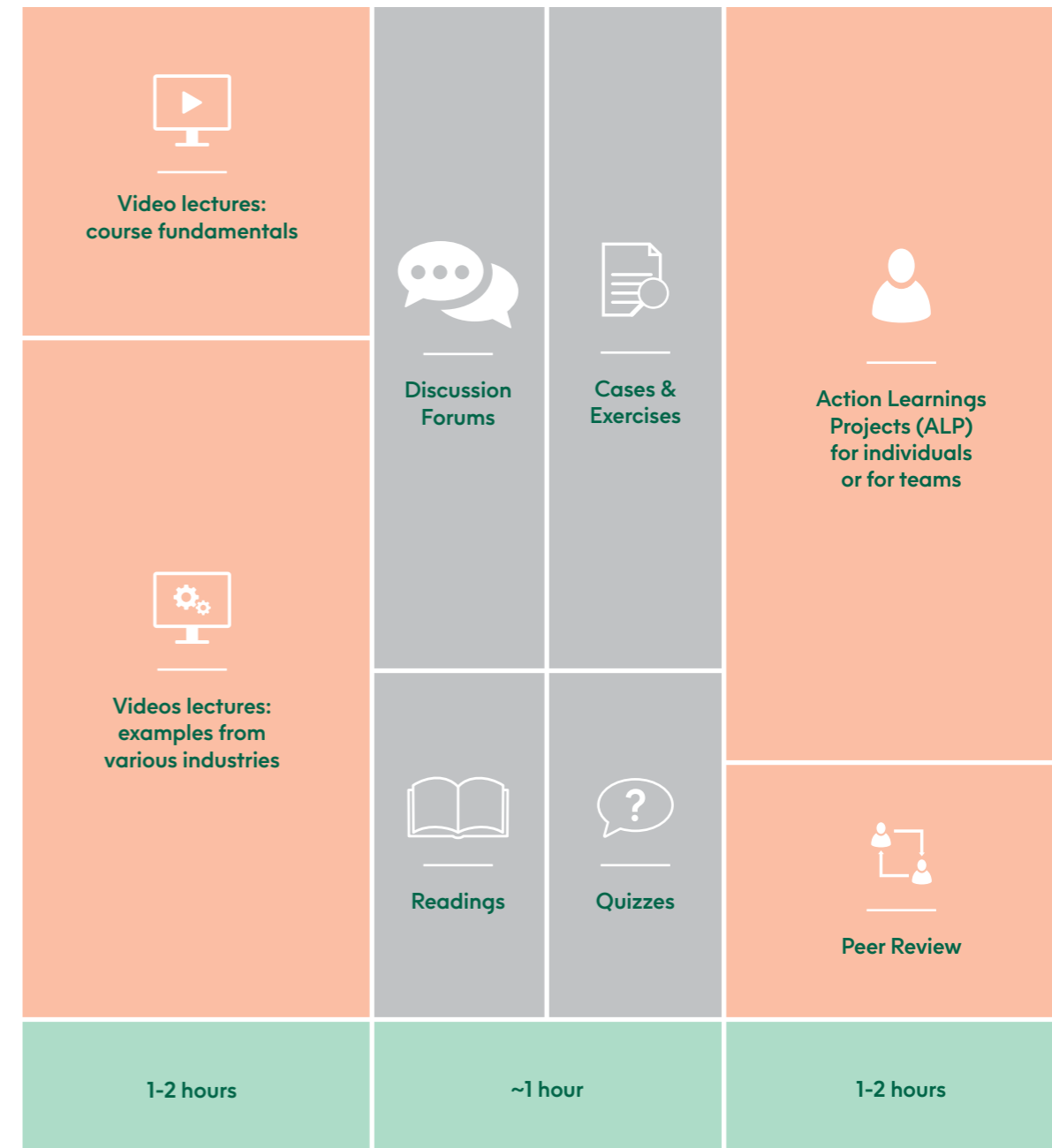
The programme content is delivered over 5 to 7 consecutive weeks, followed by 2 weeks to finish project work and engage in peer review. Each week of content follows a very clear path to facilitate learning for busy executives.

The platform allows participants to learn at **their own pace** during each week, by viewing the content, completing assignments and engaging in discussions. The participants earn points as they go, with a 'leader-board' 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 **3-5 hours per week**.

## ONE WEEK: ~3-5 HOURS IN TOTAL



# EMERGING LEADERS IN A DIGITAL AGE

## LEARN TO LEAD IN A FAST-CHANGING DIGITAL WORLD

Faced with new responsibilities, emerging leaders need to learn new skills and gain more self-awareness in order to motivate, inspire and lead high-performing teams.

Moreover, in today's increasingly digitised and interconnected world, boundaries are blurred, collaborations are more fluid and the pressure on businesses to be agile is immense.

What does it take to be an effective and mindful leader in such a dynamic world? How do you become more resilient and better at leading and making decisions in such uncertain times? Do the traditional models of leadership hold, or is the digital age seeing a new brand of leaders emerge?

**Emerging Leaders in a Digital Age** is an online programme that provides a unique perspective on leadership, designed to help executives 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.

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 skillful at providing feedback and having difficult conversations
- Build successful teams by forming meaningful collaborations in a digital organisation.

## PROGRAMME DIRECTORS



**Declan  
Fitzsimons**

*Senior Affiliated Professor  
of Organisational Behaviour*



**Mark  
Mortensen**

*Associate Professor of Organisational  
Behaviour*

## 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 practice it as you learn.

### Leading Yourself

The first step in your leadership journey is learning how to lead yourself. Only when you have learnt to understand and monitor yourself will you be able to become a mindful and effective leader.

- Learn to monitor yourself and your behaviour at work
- Mould different aspects of yourself to become an effective and mindful leader
- Develop the practice of mindfulness to become aware of your surroundings and manage your emotions.

### Leading Others

Your behaviour affects how others in your team and environment perceive you. Exceptional leaders exhibit certain behaviours that make people want to work for them.

- Create a work environment that motivates your team and helps them realise their full potential
- Discover techniques that can help you understand your relationships with yourself and others
- Learn how to give effective feedback and have difficult conversations.

### 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.

## 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.



### Week 1

#### Introduction

- Introduction to the programme: leading yourself, leading others and leading teams
- Introduction to 'Collaboration' and the working assumptions for the programme
- Understanding why we collaborate and the benefits of collaboration
- Discussing the factors influencing experiences (both positive and negative) in teams
- What does 'Effective Collaboration' mean?

### Week 2

#### Leading Yourself

- Exploring leadership, why it is important, and its domains
- Understanding the idea of 'Leadership Practice' in relationship to the domains of leadership
- What does 'Effectiveness' mean and why is 'learning' important in the context of leadership development?
- Understanding the concept of 'Self-Leadership'
- Identifying a mindful leader and discussing the practice of mindfulness

### Week 3

#### Leading Others

- What do exceptional managers do when it comes to leading others?
- The Johari Window: The relationship between you and others
- The difference between effective and ineffective feedback
- What factors should we consider while sharing feedback?
- SBI: A tool to have an effective conversation and provide feedback

### Week 4

#### Leading Teams

- The Effectiveness Pyramid: Conditions that enable successful team collaborations
- How important are goals, people and context for team effectiveness?
- Examining how collaboration is different in the digital age
- What enabling condition is critical in the digital age, beyond the traditional ones?
- Understanding the meaning of having a shared identity and shared understanding and how you can start building it

### Week 5

#### Change & Distance

- Adaptive Challenges vs. Technical Challenges within an organisation
- Learning why we struggle to change and how to go about adapting and changing
- Understanding the reactions of the rational brain and the emotional brain when confronted with change
- Looking into the different types of 'distance' that affect shared identity and shared understanding
- What happens when the different types of 'distance' line up and align?

# ACTION LEARNING PROJECT (ALP)

Developing your leadership skills is critical to driving business success for your organisation in these turbulent times. Skilfully applying these skills to your own role in leading yourself and high-performing teams is key to helping them realise their full potential and seize the opportunities the digital revolution presents.

With this in mind, the Action Learning Project (ALP) will be focusing on building your **Leadership Action Plan**, and will give you the opportunity to practise applying your learning to your own leadership role. The ALP will take you on a step-by-step journey to develop a leadership practice that you can hone while managing yourself and your team in the digital era.

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.

## There are 3 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 5 content weeks, you will apply the concepts from that week to your ALP.

Third, in Week 6, you will synthesise elements from your weekly submissions into a coherent leadership practice and submit it for peer review in Week 7, the final week of the programme. All participants will review 3 to 4 other submissions and provide peer feedback.

## ALP OBJECTIVES

- Apply programme concepts to monitor and mould your behaviour in the context of your team environment so as to be an effective leader
- Build a highly motivated and successful team where team members can thrive while being open to receiving feedback and having difficult conversations
- Overcome the constraints posed by a digital world, while leveraging digital at the same time, to form an effective and collaborative team environment where everyone strives for success based on a shared mindset and understanding.

## LEARNING COACH

Learning coaches, led by INSEAD alumni, are available throughout the programme to help participants achieve their learning objectives, as well as help move the discussion forward and exchange ideas with them.

Experienced and successful business professionals from diverse industries, our learning coaches are content experts who guide the participants in their learning journey, especially their Action Learning Project (ALP), to bring the learning alive in the participants' business context. They work closely with the participants and help them design an ALP that focuses on their personal development goals, provide feedback and keep them moving in the right direction.

## DATES

Begins 28 September 2018

Please refer to the website for the latest dates & fees.

## CONTACT

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Programme Advisor

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# 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 fulfils the requirements and any pre-requisite 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 TO THE PROGRAMME EVERY WEEK?

The programme should take approximately 3-5 hours per week. You can expect to devote 1-2 hours per week watching video lectures on fundamental concepts, 1 hour per week on interacting with fellow participants in discussions or reflecting on the concepts through quizzes and reflections and 1-2 hours per week in applying the fundamental concepts in an action learning project to understand their relevance to your everyday work.

## WHAT IS THE WEEKLY LEARNING RHYTHM DURING THE 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 is 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 login any time 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 action-learning project.

## 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. At a minimum, participants can expect at least one live call with the faculty to discuss course content. In addition, the faculty would be reading your thoughts in the discussion forums in the platform from time to time and answer 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 THE PROGRAMME?

Our online programmes, like our face-to-face programmes, follow a rigorous learning process. Participants are expected to fulfil a certain minimum criteria to earn the certificate of completion.

## WHAT DO I RECEIVE UPON COMPLETION OF THE 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 will receive a Certificate with Distinction.

## I WORK FOR A COMPANY OR ORGANISATION THAT WOULD LIKE TO ENROL MULTIPLE EMPLOYEES IN THE SAME PROGRAM. 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.

For more details, and additional FAQs, please refer to our website: [www.insead.edu/executive-education/open-online-programmes/emerging-leaders-digital-age-faqs](http://www.insead.edu/executive-education/open-online-programmes/emerging-leaders-digital-age-faqs)



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