



EXECUTIVE EDUCATION
LEADERSHIP

Learning to Lead



The Business School
for the World®

LEARNING TO LEAD

TRANSITION FROM INDIVIDUAL CONTRIBUTOR TO MANAGER

The transition from being a great individual contributor to being a leader of other individual contributors is one of the most important and challenging stages in your career. If this first leadership transition does not go well, it often creates a ripple effect that can impact the success of future transitions in your managerial career. Yet, more than 50 per cent of first-time managers get lower performance evaluations as leaders than they did as individual contributors. The good news is, when the first transition goes well, it can produce positive career results that are amplified far into the future.

This transition from individual contributor to manager of individual contributors is important not only for you as an individual manager but also for your organisation. Poorly managed transitions can weaken and limit the overall leadership pipeline and the subsequent performance of the organisation.

The irony is, many of the skills and behavioural patterns that help you to succeed as an individual contributor are not necessarily those that help you succeed when you move to leading others. In fact, some of the behaviours that help you do well as an individual contributor can actually hurt your performance as a manager.

Learning to Lead is designed to help you understand the nature of this transition and develop critical people skills that often make the difference between longer-term career success or failure.

It is specifically designed for first-time managers, to help you prepare as you take on this new role or assist you soon after you take up this challenge.

KEY BENEFITS

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

PROGRAMME CONTENT

As a first-time manager, going from completing tasks yourself to getting tasks done through others is never an easy transition. To manage your own team of direct reports for the first time, you will need a different set of people skills.

Some of the most critical skills include: setting effective goals, diagnosing motivation problems, providing feedback, reinforcing good performance, correcting undesired behaviour and resolving conflicts. Research suggests that mastering interpersonal skills early in your career can create a lasting effect on your reputation as a leader.

Because these aspects of effective management have many skill components, this programme takes an experiential rather than just a conceptual approach to learning and development. For example, you will actively engage in role plays, peer feedback, case discussions and team exercises.

Designed with your training needs in mind, **Learning to Lead** focuses on four key managerial roles:

Director: Effective goal and expectation setting

- Set effective goals and expectations within your team
- Translate organisational vision and strategy into individual action plans for your team
- Examine the benefits and limits of goal setting

Motivator: Inspiring and motivating others

- Learn tools and techniques to analyse motivation problems
- Leverage reward systems
- Manage high and low performers effectively

Enabler: Supporting performance and removing roadblocks

- Diagnose performance problems
- Provide constructive feedback
- Effectively resolve conflicts

Coach: Developing individuals and building teams

- Provide effective coaching and development
- Assess individual capabilities and team contributions
- Leverage team diversity and build team spirit
- Chart your leadership future

PARTICIPANT PROFILE

This programme is specifically for people who are about to move from the individual contributor status to a position of managing others for the first time, or who have made this move within the last two years.

Participants come from all functions and units within all kinds of companies, but share common circumstances such as:

- Professionals making their first transition from being an individual contributor to managing people and having responsibility for direct subordinates
- Drawn from all professional backgrounds and across all age ranges, participants share a common desire to develop people-management skills whether they are currently making the transition, or have made this move within the last two years

This work profile is common for participants from high-tech, finance, engineering, physical and biological science companies. However, all participants share the need to enhance their people-management skills, as they engage in managing direct reports for the first time in their careers.

Participants in this programme also cover a diverse age range. This is because the transition time for first-time managers varies, depending on the organisation or industry.

PROGRAMME DIRECTOR



Vibha Gaba

Associate Professor of Entrepreneurship



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THE STRATEGIC WAY TO DEVELOP YOUR CAREER

The **INSEAD Certificate in Global Management** is a formal recognition of continuous professional development in the areas of global management and leadership. The certificate allows you to strategically plan your development needs at a pace that fits your career progression. Simply complete 3 programmes, totalling 15 days minimum, over a 4-year period.

WHY CHOOSE THE CERTIFICATE?

1ST CLASS EDUCATION

The Certificate in Global Management provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and gain fresh perspectives on the latest business trends.

ALUMNI STATUS

Join our elite worldwide network of 56,000+ alumni in 172 countries and benefit from lifelong networking, professional development opportunities and preferential rates for all Executive Education programmes.

FLEXIBILITY

Within a 4-year period, you have the time to identify and select the programmes that best address your development needs as your career evolves.



1

PERSONAL ASSESSMENT

Talk to our experienced programme advisors for a personal assessment and to identify the skills that you would like to develop or reinforce.

Build your personalised learning development plan under the close guidance of our team of advisors.

2

DEVELOPMENT PLAN

Select and attend at least 3 programmes, totalling 15 days or more, over a 4-year period.

OPTION 1

Complete 1 core programme
+ 2 specialised programmes

OPTION 2

Complete 2 core programmes
+ 1 specialised programme

OPTION 3

Complete 3 core programmes

OPTION 4

Complete 1 customised or partner programme (minimum 3 days)
+ 2 programmes (core or specialised)

3

ENROLMENT

To enrol, you can visit our website to download and complete our pre-application form, indicating the programmes that you are considering for your certificate. A programme advisor will then be in touch to review your options and help you with the application process for your first programme.

Alternatively, you can contact a programme advisor to discuss the enrolment process.

For more information:

Email: CGM_Contact@insead.edu



INSEAD Asia campus in Singapore



INSEAD Middle East campus in Abu Dhabi



INSEAD Europe campus in Fontainebleau

CALENDAR 2018–2019

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL (Applicable to all sessions)
Learning to Lead ⁽¹⁾	27–29 March 2019 30 September 2019– 2 October 2019	<div>F</div> <div>S</div>	3 days 3 days	€4,800 SG\$7,200	– New Manager – Specialist

*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.
(1) Participants are advised to arrive the evening before as the programme starts early in the morning, unless otherwise stated.

F

 France

S

 Singapore

PRACTICAL INFORMATION

CONTACT US

For further information on our **Learning to Lead** programme, contact:

INSEAD Asia Campus

Valentin Chernikov

Tel: +65 6799 5188

Fax: +65 6799 5299

E-mail: LLD_Contact@insead.edu

Visit our website: www.insead.edu/executive-education/leadership/learning-lead

APPLICATION PROCEDURE

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration applicants' levels and objectives, and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably six weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

Note: All our open programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

TUITION FEES*

The programme fee covers tuition, course materials and lunches on working days, as well as the closing dinner. It does not include travel, accommodation or incidentals. Participants will have to settle accommodation expenses and incidentals before the end of the programme.

*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.

INSEAD does not discriminate on the basis of race, gender, sexual orientation, religion, national or ethnic origin, age or disability in the administration of its educational policies, admissions policies, scholarship and loan programmes, or employment or other INSEAD-administered programmes.

INSEAD Europe Campus

Boulevard de Constance
77305 Fontainebleau Cedex, France
Tel: +33 1 60 72 42 90
Email: execed.europe@insead.edu

INSEAD Asia Campus

1 Ayer Rajah Avenue
Singapore 138676
Tel: +65 6799 5288
Email: execed.asia@insead.edu

INSEAD Middle East Campus

Al Khatem Tower, ADGM Square, Al Maryah Island
P.O. Box 48049, Abu Dhabi, United Arab Emirates
Tel: +971 2 651 52 00
Email: execed.mena@insead.edu

www.insead.edu/executive-education