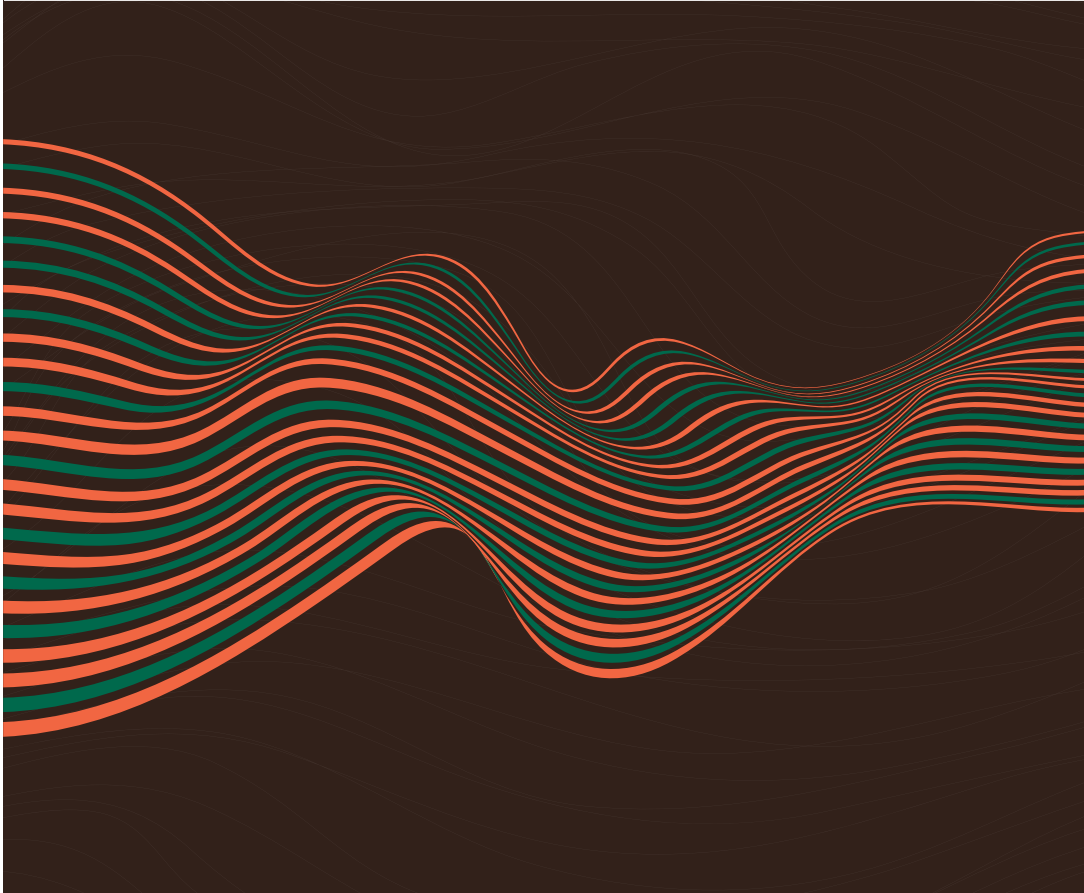




EXECUTIVE EDUCATION  
OPEN ONLINE PROGRAMMES



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



The Business School  
for the World®

“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.”

**Mark Roberts**  
*INSEAD’s Associate Dean of Executive Education and Chief Transformation Officer*

## IN NUMBERS...



\*Based on a survey conducted in June 2019 with a sample from INSEAD Online programmes' past participants

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

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 FACULTY



**Ian C. Woodward**  
*Professor of Management Practice in Organisational Behaviour*



**Sameer Hasija**  
*Associate Professor of Technology and Operations Management*



**V. Paddy Padmanabhan**  
*Professor of Marketing*



**Pushan Dutt**  
*Professor of Economics*

# 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.

- 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.

- 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-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

# PROGRAMME SYLLABUS

<b>Module 1</b>	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• The Nature of Crisis</li> <li>• The S.E.C.U.R.E. Pathway and Framework</li> <li>• Stakeholders</li> <li>• Effective Leadership</li> <li>• Communication</li> </ul>
<b>Crisis Leadership</b>	

<b>Module 2</b>	<ul style="list-style-type: none"> <li>• Unifying Priorities</li> <li>• Resources and Operations</li> <li>• Elevating the Future</li> </ul>
<b>Crisis Response</b>	

<b>Module 3</b>	<ul style="list-style-type: none"> <li>• Understanding the Impact of a Crisis</li> <li>• Lessons from previous crises for critical stakeholders</li> <li>• Webinar Debrief: Crisis Simulation Exercise</li> <li>• Conclusion and Wrap-up</li> </ul>
<b>Crisis Learnings</b>	

# 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 and Beverage    Hospitality    Technology    Oil & Gas

**DATES**  
Begins 26 June 2020

**FEES**  
€ 980 (\$1070)\*

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

**CONTACT**  
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## CERTIFICATE

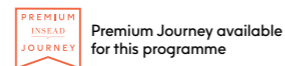
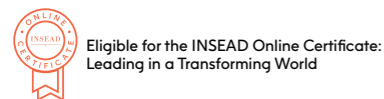
Upon successful completion of the programme activities, combined with satisfactory grades on the final assignment, you will be awarded an official digital Certificate of Completion from INSEAD, that you can showcase on your LinkedIn profile.



*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.*

# DISCOVER ALL INSEAD OPEN ONLINE PROGRAMMES

PROGRAMME	LOCATION	LENGTH*	FEE**
Building Digital Partnerships and Ecosystems 	Online	5 weeks	€1,500 <sup>①</sup>
Business Strategy and Financial Performance	Online	7 weeks	€1,800 <sup>①</sup>
Stratégie des Affaires et Performance Financière <b>NEW</b>	Online	7 weeks	€1,800 <sup>①</sup>
Design Thinking and Creativity for Business <b>NEW</b> 	Online	5 weeks	€1,500 <sup>①</sup>
Developing Emerging Leaders 	Online	5 weeks	€1,500 <sup>①</sup>
Financial Analysis for Non-Financial Managers <b>NEW</b>	Online	5 weeks	€1,500 <sup>①</sup>
INSEAD Gender Diversity Programme	Online	5 weeks	€1,500 <sup>①</sup>
Innovation in the Age of Disruption 	Online	5 weeks	€1,500 <sup>①</sup>
Leadership Communication with Impact	Online	5 weeks	€1,500 <sup>①</sup>
Leading Organisations in Disruptive Times 	Online	5 weeks	€1,500 <sup>①</sup>
Leadership in a Crisis <b>NEW</b> 	Online	3 weeks	€980 <sup>①</sup>
Strategy in the Age of Digital Disruption 	Online	5 weeks	€1,500 <sup>①</sup>



We are continuously adding new online programmes and sessions throughout the year.  
Please make sure you refer to our website for the latest dates and information:  
<https://www.insead.edu/executive-education/open-online-programmes>

## CONTACT US

For more details about our programmes & offers,  
or to apply,  
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## Take a first step towards organisational transformation today.

Contact our team to discuss your needs and challenges now.

### SPECIAL OFFER FOR GROUPS

Our open online programmes offer the possibility to cater to groups coming in from the same organisation. For a group of 5 participants or more who want to attend one of our open online programmes, we offer a 20% special fee reduction.

### SPECIAL OFFER FOR PAST PARTICIPANTS

Past participants of INSEAD Executive Education Open Programmes can benefit from a 20% fee reduction. To access the offer, please contact a programme advisor.

\*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.  
①We offer a 20% special fee reduction for a group of 5 participants or more.

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