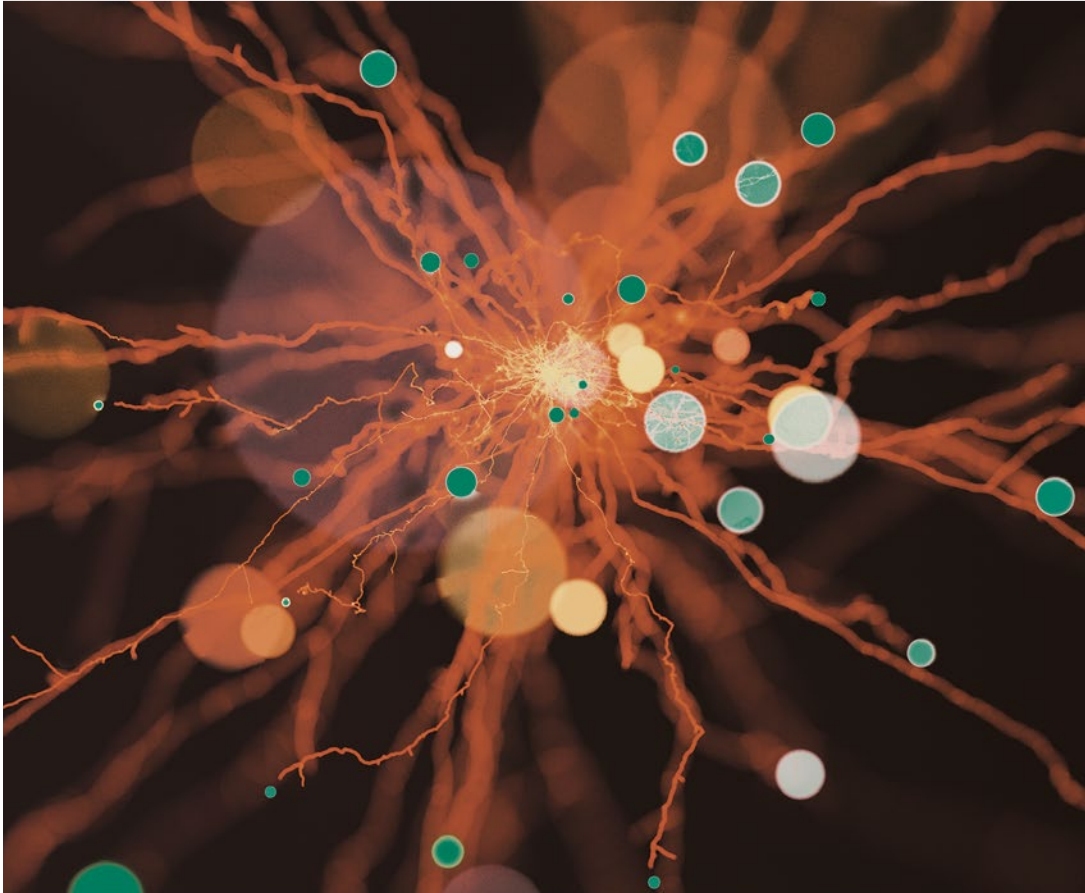




EXECUTIVE EDUCATION
OPEN ONLINE PROGRAMMES



Leading Organisations in Disruptive Times

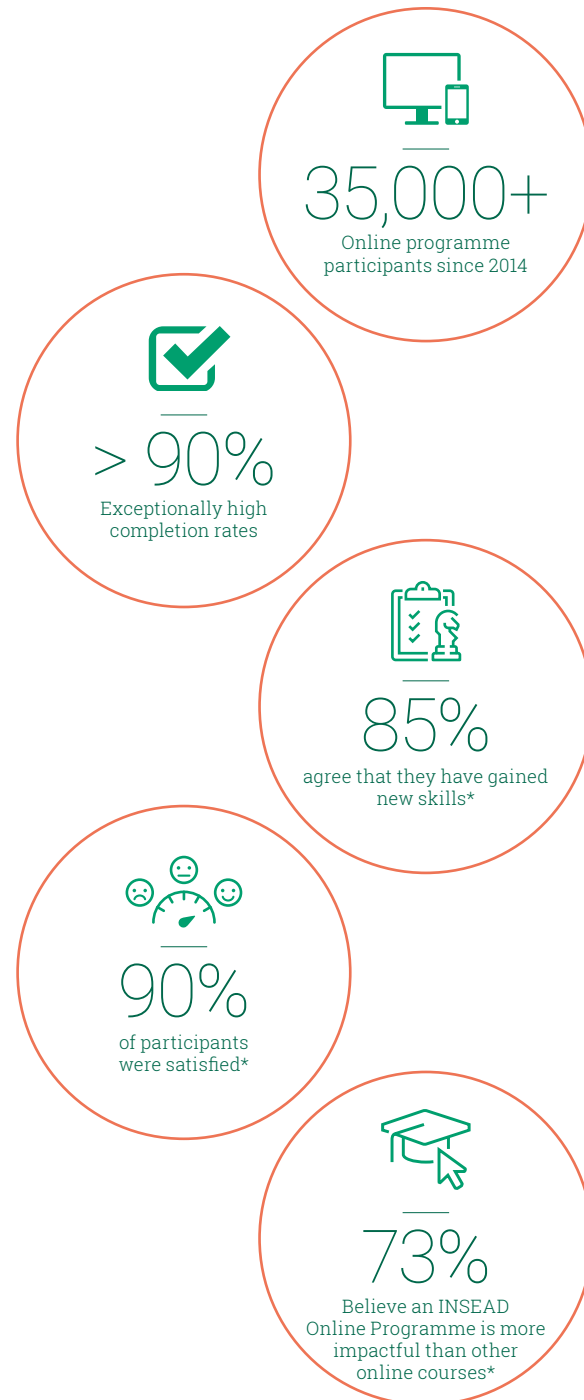


The Business School
for the World®

“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

FOUR REASONS TO CHOOSE AN INSEAD ONLINE PROGRAMME

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.

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.

LEADING ORGANISATIONS IN DISRUPTIVE TIMES

DRIVING CHANGE AND INFLUENCING NETWORKS

In a digitised environment characterised by rapid and continual disruption, it is critical for organisations to be agile and quickly respond to change. As a result, businesses require leaders who are not only effective interpersonally, but who can also manage increasingly complex organisations.

Effective leaders today must be able to make decisions faster and lead change efficiently, while skilfully influencing in a more interconnected, collaborative landscape. Additionally, they need to foster a “digital-ready” organisational culture that embraces – rather than resists – continuous change.

Leading Organisations in Disruptive Times is an online programme that takes a closer look at the challenges facing senior leaders today – from conducting fair decision-making processes to enabling their organisations to navigate wider political and cultural challenges.

Building on cutting-edge research, the programme will develop your ability to drive faster decision-making, accelerate change processes, and cut through difficult cultural challenges. It will provide you with a set of concepts and tools enabling you to lead your organisation with impact and efficiency – maximising its performance in changing times.

KEY BENEFITS

- Understand the key challenges senior leaders face in leading more complex organisations
- Learn practical tools (including the Fair-Process Leadership approach) for helping teams make critical decisions
- Improve your ability to manage large, formal change management processes
- Examine power and influence dynamics in organisations, including effective network development
- Acquire skills for discerning the organisational culture you really have – not just the one you wish for – and how to shape that culture

PARTICIPANT PROFILE

This programme is designed for senior executives and general managers responsible for setting and implementing the strategic direction of their organisation. It is also relevant for executives preparing to transition into such roles.



This programme is eligible for the INSEAD Online Certificate: **Leading in a Transforming World**

PROGRAMME DIRECTORS



Charles Galunic

*Professor of Organisational Behaviour
The Aviva Chaired Professor
of Leadership and Responsibility*



José Luis Alvarez

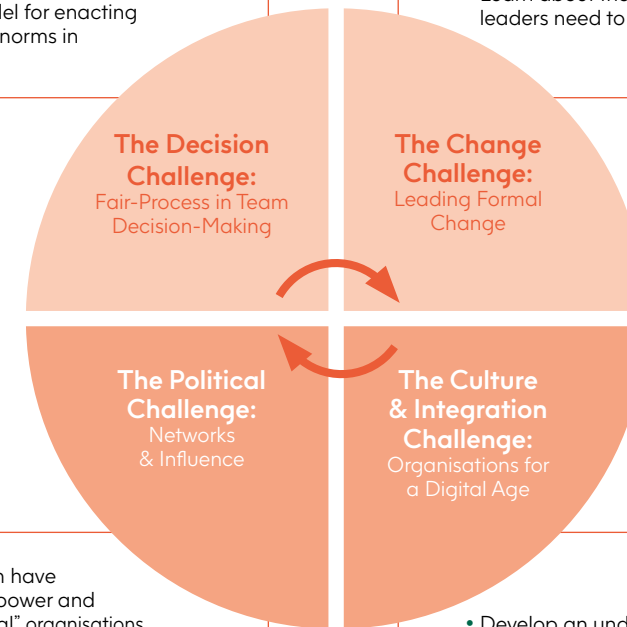
*Senior Affiliate Professor
of Leadership and Organisational
Behaviour*

PROGRAMME CONTENT

The programme’s content is delivered online over five weeks. It combines video lectures, real-life examples, discussions, quizzes and an Action Learning Project to bring the key concepts to life. The content is divided into four key topics and covers the more traditional ‘above the surface’ issues senior leaders typically face, as well as the less obvious ‘below the surface’ challenges that arise when leading an organisation.

- Understand why making decisions is the core work of leadership
- Recognise how decision-making in today’s “empowered” workforce is less about “telling” than it is about guiding and facilitating an effective decision-making path
- Discover a concrete model for enacting Fair-Process Leadership norms in your setting.

- Understand in more detail why change in the context of digitisation can be so difficult
- Discover ten pillars of research-backed good practices for leading organisational change
- Learn about the “X factors” successful leaders need to lead effective change.



- Explore why people often have ambivalent reactions to power and influence, even in “rational” organisations
- Understand the difference between hard and soft power, and why developing the latter is important – especially in increasingly horizontal and network-driven work environments
- Learn about the human proclivity for “familiar” and “clan-like” relationships, and why disruption may require us to become more socially curious and exploratory.

- Develop an understanding of how to pinpoint and define something as seemingly abstract as organisational culture
- Gain insights into how to shape such a culture and navigate its politics
- Explore what it means to develop effective, digital-ready cultures.



ACTION LEARNING PROJECT (ALP)

Developing your leadership skills, not just knowledge, is also an ambition of the LODT course.

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 practice applying your learning to your own leadership role, and particularly in exercising diagnostic tools. The ALP will take you on a step-by-step journey to develop the skills and tools of the LODT course. While it cannot obviously duplicate intensive long term project work in your organisation, the idea is to give you some platform for application and exercise but in a short time frame, a start on longer term projects.

You will begin by laying out the context of your leadership challenge and setting concrete goals of what you would like to achieve by the end of the programme. You will start building your leadership action plan starting with reflections on your own Fair Process Leadership strengths and weaknesses, and ideas for improvement. This will gradually encompass broader organisational/change, political, and cultural challenges.

There are three 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 content weeks, you will apply the tools and 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 4 other submissions and provide feedback.

ALP OBJECTIVES

- Apply programme tools and concepts to better diagnose your own conduct as a leader
- Apply programme tools and concepts to better diagnose your situation and organisation
- Take the time to plot an action plan for change and mobilisation of the organisation (e.g., to achieve some digital/disruptive project)



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.

PROGRAMME SYLLABUS

Week 1	
The Decision Challenge	<ul style="list-style-type: none"> • Understand why making decisions is the core work of leadership • Recognise how decision-making in today's "empowered" workforce is less about "telling" than it is about guiding and facilitating an effective decision-making path • Discover a concrete model for enacting Fair-Process Leadership norms in your setting
Week 2	
The Change Challenge	<ul style="list-style-type: none"> • Understand in more detail why change in the context of digitisation can be so difficult • Discover ten pillars of leading organizational change aggregated from years of research and writing on change management • Accept that there will always be an 'X factor' to change management, a unique chemistry that the leader brings...although with some common elements that are important to consider
Week 3	
The Social Capital Questionnaire	<ul style="list-style-type: none"> • In Week 3 you will complete a Social Capital Questionnaire which will give you a personal report that captures key features of your social network and help you better understand the concepts around political influence and social capital that will be covered in Week 4
Week 4	
The Political Challenge	<ul style="list-style-type: none"> • Explore why people often have ambivalent reactions to power and influence • Understand the difference between hard and soft power, and why developing the latter is important – especially in increasingly horizontal and network-driven work environments • Learn about the human proclivity for "familiar" and "clan-like" relationships, focusing on our cliques instead of exploring new relations, and why disruption may require us to become more socially curious and exploratory
Week 5	
The Culture Challenge	<ul style="list-style-type: none"> • Develop an understanding of how to pinpoint and define something as seemingly abstract as organisational culture • Gain insights into how to shape such a culture and navigate diverse mental models and competing organisational narratives • Explore what it means to develop effective digital-ready cultures

**DATES**

Begins 25 May 2020
 Begins 21 September 2020
 Begins 22 March 2021

FEES

€1,500*
 (€3,000 for the Premium Version, XChange simulation included)

**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.*

CONTACT

Trevor Lay
 Programme Advisor
 Tel: +65 6591 5325
 Email: lodt_contact@insead.edu

THE INSEAD XCHANGE SIMULATION - ONLINE

LEADING STRATEGIC CHANGE IN A RAPIDLY CHANGING WORLD

Today's business context is more prone to exponential change and uncertainty than ever before. Navigating disruption and securing your long-term competitive edge means building the agility and nimbleness to respond, to adapt and to innovate fast. It means addressing multiple objectives simultaneously: from market fit to coordination, from collaboration to resource acquisition. And it means developing the next-generation leadership skills to overcome resistance and to forge the broader, multi-stakeholder buy-in that will drive innovation meaningful change.

The INSEAD **xCHANGE Simulation** is a one-of-a-kind, game-changing simulation tool that puts you in the driver's seat and empowers you with the understanding, the confidence, the leadership frameworks and the hands-on tools to lead transformation within your organisation.

Developed in partnership with innovation pioneers, Prendo and xLEAD, the **xCHANGE Simulation** dynamically captures the challenges of change and teamwork that define today's business context, integrating the very latest thinking on agile organisations with real-world, practical insights for immediate impact. You are required to respond cognitively, emotionally and strategically – confronting an authentic, simulated leadership challenge that highlights the importance of getting beyond the team to engage the larger ecosystem and build the collaboration frameworks to drive innovation. The challenges are real but the learning happens in a safe, risk-free environment; one that is enriched by immediate and clear feedback and actionable takeaways for you and your organisation.

The **xCHANGE Simulation** is a profound, experiential and transformative learning process where the focus shifts from performing to experimenting, from the risk of failure to the opportunity to learn, to understand and to identify your own strengths and weaknesses in successfully executing rapid and innovative change.

KEY BENEFITS

- Develop the competencies to build and align an effective change team
- Learn to deploy formal and informal networks
- Discover and leverage compelling influencing strategies
- Successfully navigate the complexities of organisational culture and politics
- Maximise stakeholder support for a specific innovation
- Build networks across the organisational ecosystem to secure buy-in for change
- Make organisational change happen

PARTICIPANT PROFILE

Adapted to executives who are leading or form part of a strategic change initiative within organisations at all stages of their career.

The simulation enables analytical thinking capabilities, innovation and powerful, immediate and long-term impact across at every level of your organisation.

DELIVERY

The simulation is an optional add-on to take your learning on Leading Organisations in Disruptive Times one step further. It is delivered fully online following the Peer Review at the end of the programme.

"The xCHANGE Simulation brings to life some of the most fundamental, universal and common challenges that modern executives face: increasing rates of change, and the need for rapid innovation, combined with the fundamental reasons why change is difficult. Executives leave with more of a sense of urgency that change needs to happen now. They understand what they have to do to make change happen in an exponentially changing world. And they have a road map to enable them to move ahead within their own organisations."

Henrik Bresman

Associate Professor of Organisational Behaviour at INSEAD



THE PREMIUM JOURNEY

Take your Action Learning Project to the next level for unprecedented impact

You now have the option to choose the Premium Journey for this programme and deliver an entirely new level of impact – for your organisation and your professional development.

The Premium Journey gives you the chance to take your INSEAD Action Learning Project much further. Working closely with your learning coach throughout the programme, you will fully customise your project around a specific need, challenge or opportunity that you or your organisation are facing.

The journey begins with a phase of conceptual learning, during which you will formulate a plan for applying the concepts through your Action Learning Project, supported by in-depth conversations with your learning coach. This is followed by a phase of experimentation where you will iteratively implement your Action Learning Project in your organisation, assess results and adapt as needed. Your learning coach will continue to support you during this phase, acting as a sounding board to reflect deeply on what works, what doesn't work and why.

By the end of your Premium Journey, you will be ready to deliver a robust, tested and validated plan for action – to create unprecedented value and impact for you and your organisation.

KEY BENEFITS:

- Flexible; extended time to learn and apply concepts
- Deeper-focused conversations with your learning coach as you experiment, iterate and adapt your Action Learning Project over time
- A concrete and validated action plan to create significant impact in your organisation

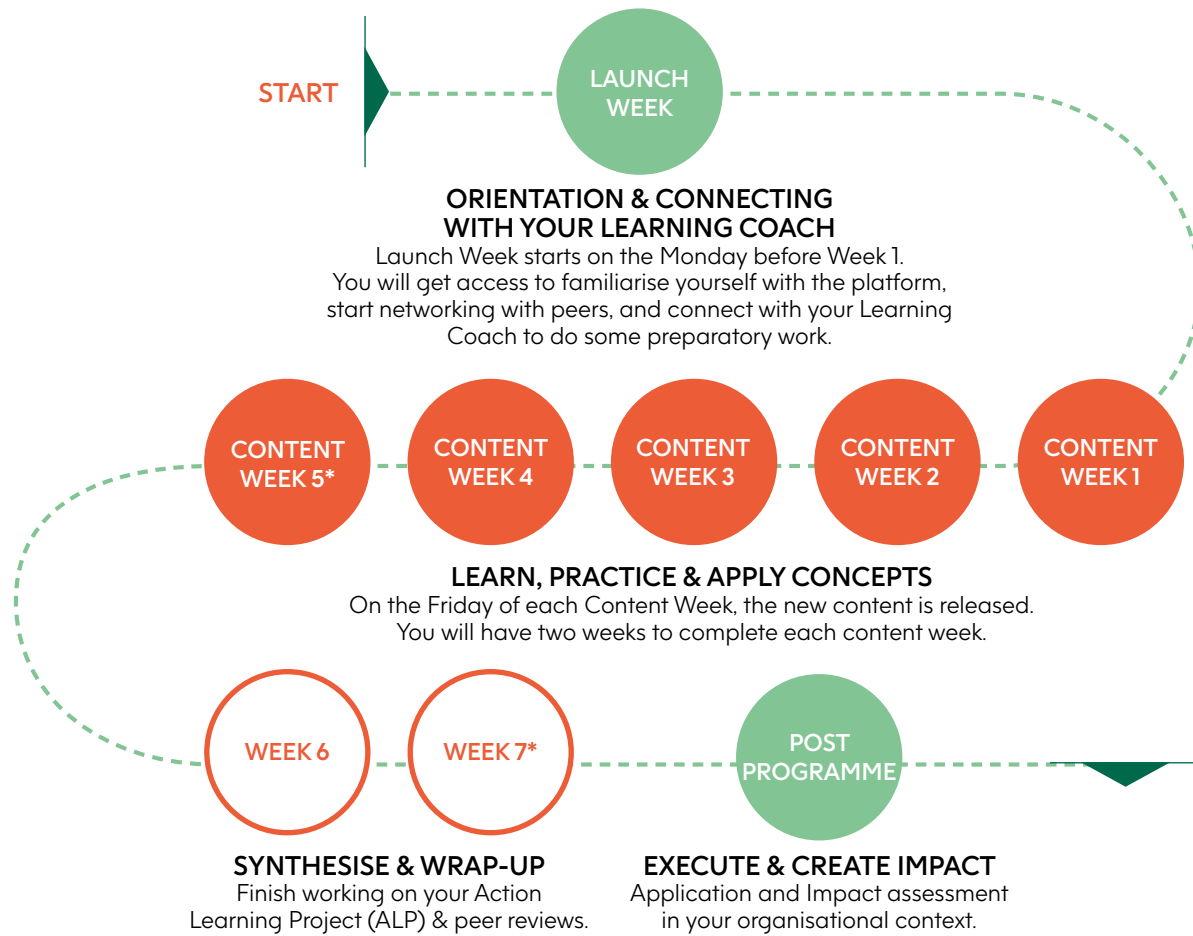
HOW WILL YOUR PREMIUM JOURNEY DIFFER FROM THE STANDARD LEARNING JOURNEY?

	Standard	Premium
Touchpoints with an INSEAD Learning Coach	Limited	Extensive
Action Learning Project		
Coaching Guidance on ALP	Formulation	Formulation, Experimentation, Iteration
Duration	5 weeks to formulate (+ 2 weeks to finalise)	5 weeks to formulate (+4 months to experiment, iterate and finalise)
Pace	Accelerated	Flexible and Iterative
Access to programme content	6 months from start date	12 months from start date
Price	€1,500	€3,000

To learn more, contact the programme advisor to find out how to upgrade your learning experience at INSEAD. And prepare to take your impact to an entirely new level.

YOUR ONLINE LEARNING JOURNEY

An INSEAD Online programme's content is usually delivered over **5 or 7 consecutive weeks***, followed by 2 weeks to finish project work. Each week of content follows a very clear path to facilitate learning for busy executives.



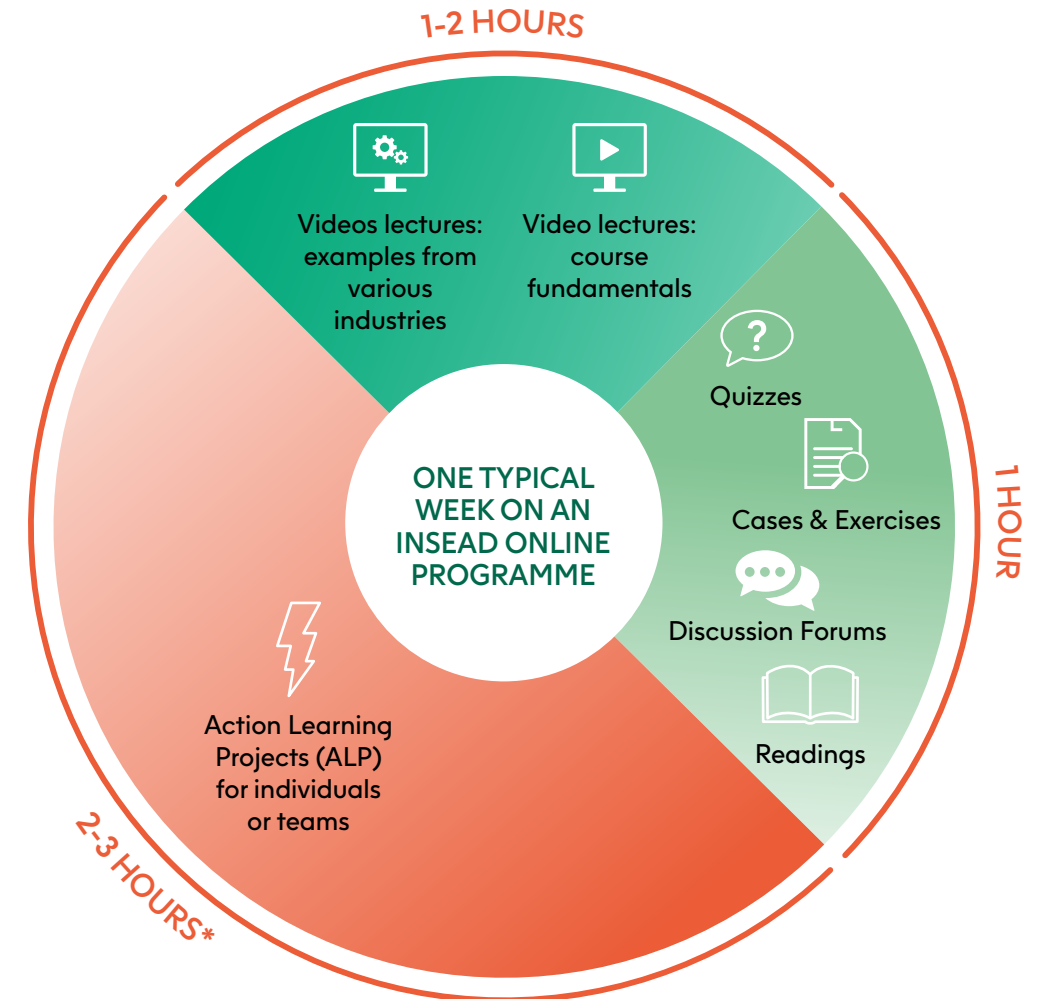
Throughout the programme, an INSEAD Learning Coach will be guiding you and helping you maximise the impact of your learning journey.

*Depending on the programme, the duration is either 5 or 7 weeks of content + 2 extra weeks to complete project work.

WHAT DOES A TYPICAL WEEK ON AN INSEAD ONLINE PROGRAMME LOOK LIKE?

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 platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments and engaging in discussions.

Participants earn points as they go, with a 'leaderboard' 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 **4-6 hours per week***.



*Working on the Action Learning Project (ALP) may require up to two additional hours/week.

INSEAD ONLINE CERTIFICATE: LEADING IN A TRANSFORMING WORLD

TWO YEARS TO COMPLETE YOUR CERTIFICATE AND BUILD YOUR LEADERSHIP SKILLS FOR A TRANSFORMING WORLD

The **INSEAD Online Certificate: Leading in a Transforming World** is a formal recognition of continuous professional development in the leadership skills needed today to succeed in a transforming disruptive landscape.

The certificate allows you to strategically plan your development needs at a pace that fits your career progression and financial investment. Simply complete three programmes over a two-year period.

To help support you finance this investment in your professional development, you will benefit from a 40% reduction fee upon your enrolment on the third programme.



WHY CHOOSE THE CERTIFICATE?



1ST CLASS EDUCATION

The INSEAD Online Certificate provides you with a credential and formal recognition from the top global business school in the world. Learn from world-class thought leaders and acquire the essential skills needed to succeed in a transforming world.



HIGH IMPACT

Focusing on maximum business impact, the INSEAD Online Certificate enables you to apply your learning within the context of your actual job and organisation. You will complete carefully crafted Action Learning Projects (ALPs) on every programme, while being guided by specialised Learning Coaches ensuring you achieve your personal development goals.



100% ONLINE

Designed specifically for busy executives and teams, INSEAD Online programmes give you the flexibility to develop your skills at your own pace, through an innovative platform, and a rich blend of content - including videos, quizzes, reflections and discussions-tailored for the online format.

HOW TO GET STARTED



ASSESS YOUR NEEDS

Talk to our experienced programme advisors for a personal assessment and 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.



BUILD YOUR DEVELOPMENT PLAN

Select and attend 3 programmes over a period of 2 years.

To obtain the INSEAD Online Certificate: Leading in a Transforming World, you must complete 1 mandatory core programme and 2 programmes of your choice.

Please refer to our website for the full list of eligible programmes:
<https://www.insead.edu/executive-education/insead-online-certificate-leading-transforming-world>



ENROL IN YOUR FIRST PROGRAMME

To register your interest and enrol in the online certificate, please contact one of our Programme Advisors below on ioc_contact@insead.edu



BENEFIT FROM A 40% REDUCTION ON THE THIRD PROGRAMME

Upon your enrolment on the third programme, you will benefit from a 40% reduction fee.



CONTACT US

Rong Cheng LEE
Programme Advisor
Tel: +65 6681 5492
Email: ioc_contact@insead.edu

Trevor LAY
Programme Advisor
Tel: +65 6591 5325
Email: ioc_contact@insead.edu

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 4-6 hours, and potentially may entail up to 2 additional hours/week to complete Action Learning Projects (ALPs). 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 2-3 hours per week in applying the fundamental concepts in an ALP 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 ALP.

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.

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/leading-organisations-disruptive-times-faqs

INSEAD OPEN ONLINE PROGRAMMES CALENDAR 2020-2021

PROGRAMME	DATES	INDIVIDUAL APPLICATION DEADLINE (TIAM CET)	GROUP APPLICATION DEADLINE	LOCATION	LENGTH*	FEE**
Building Digital Partnerships and Ecosystems 	29 May 2020	11 May 2020	29 April 2020	Online	5 weeks	€1,500 ⁽¹⁾
	19 October 2020	5 October 2020	19 September 2020	Online	5 weeks	€1,500 ⁽¹⁾
	12 April 2021	29 March 2021	13 March 2021	Online	5 weeks	€1,500 ⁽¹⁾
Business Strategy and Financial Performance	10 April 2020	23 March 2020	10 March 2020	Online	7 weeks	€1,800 ⁽¹⁾
	21 September 2020	7 September 2020	22 August 2020	Online	7 weeks	€1,800 ⁽¹⁾
	1 February 2021	18 January 2021	2 January 2021	Online	7 weeks	€1,800 ⁽¹⁾
	17 May 2021	3 May 2021	17 April 2021	Online	7 weeks	€1,800 ⁽¹⁾
Stratégie des Affaires et Performance Financière NEW	21 September 2020	7 September 2020	22 August 2020	Online	7 weeks	€1,800 ⁽¹⁾
Design Thinking and Creativity for Business NEW 	10 April 2020	23 March 2020	10 March 2020	Online	5 weeks	€1,500 ⁽¹⁾
	5 June 2020	18 May 2020	5 May 2020	Online	5 weeks	€1,500 ⁽¹⁾
	31 July 2020	13 July 2020	1 July 2020	Online	5 weeks	€1,500 ⁽¹⁾
	14 September 2020	31 August 2020	14 August 2020	Online	5 weeks	€1,500 ⁽¹⁾
	9 November 2020	26 October 2020	9 October 2020	Online	5 weeks	€1,500 ⁽¹⁾
Developing Emerging Leaders 	3 April 2020	16 March 2020	3 March 2020	Online	5 weeks	€1,500 ⁽¹⁾
	5 October 2020	21 September 2020	5 September 2020	Online	5 weeks	€1,500 ⁽¹⁾
	5 April 2021	22 March 2021	6 March 2021	Online	5 weeks	€1,500 ⁽¹⁾
Financial Analysis for Non-Financial Managers NEW	22 June 2020	8 June 2020	22 May 2020	Online	5 weeks	€1,500 ⁽¹⁾
INSEAD Gender Diversity Programme	28 September 2020 29 March 2021	14 September 2020 15 March 2021	29 August 2020 27 February 2021	Online Online	5 weeks 5 weeks	€1,500 ⁽¹⁾ €1,500 ⁽¹⁾
Innovation in the Age of Disruption 	15 May 2020	27 April 2020	15 April 2020	Online	5 weeks	€1,500 ⁽¹⁾
	10 July 2020	22 June 2020	10 June 2020	Online	5 weeks	€1,500 ⁽¹⁾
	26 October 2020	12 October 2020	26 September 2020	Online	5 weeks	€1,500 ⁽¹⁾
	10 May 2021	26 April 2021	10 April 2021	Online	5 weeks	€1,500 ⁽¹⁾
Leadership Communication with Impact	12 June 2020 8 February 2021 14 June 2021	25 May 2020 25 January 2021 31 May 2021	12 May 2020 9 January 2021 15 May 2021	Online Online Online	5 weeks 5 weeks 5 weeks	€1,500 ⁽¹⁾ €1,500 ⁽¹⁾ €1,500 ⁽¹⁾
Leading Organisations in Disruptive Times 	25 May 2020	11 May 2020	25 April 2020	Online	5 weeks	€1,500 ⁽¹⁾
	21 September 2020	7 September 2020	22 August 2020	Online	5 weeks	€1,500 ⁽¹⁾
	22 March 2021	8 March 2021	20 February 2021	Online	5 weeks	€1,500 ⁽¹⁾
Strategy in the Age of Digital Disruption 	5 June 2020	18 May 2020	5 May 2020	Online	5 weeks	€1,500 ⁽¹⁾
	5 October 2020	21 September 2020	5 September 2020	Online	5 weeks	€1,500 ⁽¹⁾
	1 February 2021	18 January 2021	2 January 2021	Online	5 weeks	€1,500 ⁽¹⁾
	24 May 2021	10 May 2021	24 April 2021	Online	5 weeks	€1,500 ⁽¹⁾



Eligible for the INSEAD Online Certificate:
Leading in a Transforming World

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>

*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.

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

PRACTICAL INFORMATION

CONTACT US

For more details about our programmes & offers, or to apply, please contact:

Anita Jiang

Programme Advisor

Tel: +65 6407 7202

Email: anitatt.jiang@insead.edu

Rong Cheng LEE

Programme Advisor

Tel: +65 6681 5492

Email: rongcheng.lee@insead.edu

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.

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

INSEAD San Francisco Hub for Business Innovation

224 Townsend Street
San Francisco, CA 94107, USA
Email: execed.usa@insead.edu

www.insead.edu/executive-education