

INSEAD

Executive Education  
Top Management 2008/2009

# The Challenge of Leadership

Creating reflective leaders

# The Challenge of Leadership

**Act, think, react, rethink.**

## **Reflective leadership for top management**

In business, executives often focus on models of rational analysis paying far too little attention to the quirks and irrational processes that make up individual human behaviour. At the heart of success however, lies a true understanding of the emotional side of decision making.

**The Challenge of Leadership (COL)** aims to improve senior executives' understanding of how human behaviour (their own and that of others) affects the functioning of their organisation. By focusing on conscious and unconscious behaviour, as well as rational and irrational action, it helps executives manage both irrational and dysfunctional processes in their companies. It accompanies them in an exploration of their personal leadership style and addresses ways of dealing with processes that fall outside recommended models.

By understanding their own actions, behaviour, feelings, emotions and drives, participants will better understand these processes in others. Thus, they will develop a leadership style that improves the performance of their organisation and, most importantly, leads to a better balanced life.

The four modules in this programme are spaced sufficiently apart to give you time to internalise and test intangible classroom concepts where they most count - at work and at home.

## **Key benefits**

- Reveals the forces behind authority and power increasing your confidence at the most senior levels
- Develops a leadership style to improve the health and effectiveness of the organisation
- Builds capabilities to diagnose toxic organisational cultures and dysfunctional processes in companies, enabling enhanced group dynamics and the creation of high performance teams
- Creates a better work-life balance

Professor Manfred Kets de Vries



# Programme overview

## Programme content

With complex topics such as a “leadership”, how you learn is as important as what you learn. This programme combines the characteristics of being group oriented, reflective and clinical. First, this means that the personal experiences of the select community built during the course get frequent airing. This helps managers consider their behaviour, increasing their ability to act, reflect and then refocus their actions. They thus become what we refer to as “reflective practitioners”. Lastly, the programme uses a clinical framework, drawing on psychoanalysis, development psychology, cognitive theory among other disciplines, and applying them to business.

### Organisational diagnosis and change

- Organisational diagnosis
- Understanding national and corporate culture
- Dealing with the “unspeakables” of organisational life
- Group dynamics and team-building
- Social defences
- Personal and organisational change processes
- Interpreting non-rational processes
- Emphatic listening
- Dealing with transference and countertransference issues

### The executive life

- The dynamics of power and influence
- The failure factor in leadership
- Authority problems in management
- Regressive behaviour in organisations
- Defensive reactions and coping styles
- Stress symptoms in organisations
- Managing disappointment
- Emotional intelligence

### Practical problem solving and career planning

- Uncovering “blind spots” by multi-party feedback
- Process consultation – “critical incident” method
- Managing interpersonal conflict
- Learning how to coach
- Life and career planning: establishing a balance

**“This programme afforded me the opportunity to view my life through the lens of various industry thought leaders, whom I had the privilege to engage with and learn from. Life just has new meaning now that I understand the impact that I have on people, through this process of deep reflection and learning. This is certainly the best investment that I have ever made into my own growth. I have come out a more sensitive and rounded leader. The game plan for me has now changed from Success to Significance.”**

**Executive Director, ABSA Group, South Africa**

## Faculty

### Programme Director

Manfred Kets De Vries

The Raoul de Vitry d’Avaucourt Chaired Professor of Leadership Development

Director of the INSEAD Global Leadership Centre

### Contributing faculty

Sudhir Kakar

Adjunct Professor at INSEAD

To learn more about the faculty team participating in this programme, visit our website:

[www.insead.edu/executives/col.cfm](http://www.insead.edu/executives/col.cfm)

Professor Sudhir Kakar



# Participant profile

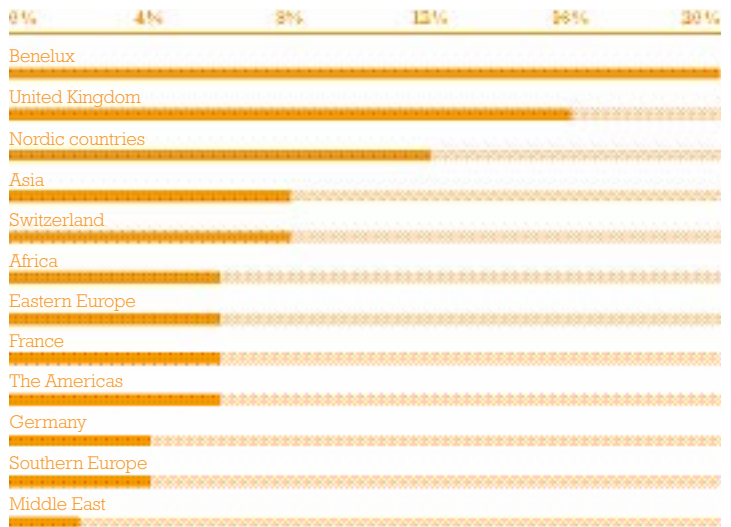
Candidates for this select programme must be top executives from large and medium-sized firms, entrepreneurs, or senior executives from the public sector. They should be at very senior phases of their career and have significant leadership roles. Typically, candidates are CEOs or board members.

In the confidential application form, candidates are required to detail their objectives and personal profile. Acceptance is very much influenced by the quality of responses to these questions. Potential candidates will be interviewed by the Programme Director. Applicants should also note that acceptance to the programme implies a full commitment to be present for the duration of the four modules.

## Some recent participants

Executive Vice President Human Resources <b>Alm. Brand Forsikring</b> Denmark	CEO Philips Professional Lighting Europe <b>Philips Lighting</b> The Netherlands
President <b>AM Trust Bank</b> US	President <b>Russian Standard</b> Russia
COO <b>Ballarpur Industries</b> India	CFO <b>Safestore Holdings</b> United Kingdom
Country General Manager <b>Hewlett-Packard Russia</b> Russia	Senior Vice President - Head of Global Services <b>Siemens Building Automation</b> Switzerland
Vice President Greater China & South-East Asia <b>LCH Resource Holding Shanghai Office</b> China	CEO <b>Spanish telecommunications (Redes y Servicios Liberalizados)</b> Spain
COO <b>Ohio Savings Bank</b> USA	CEO <b>Tata Iron and Steel Co</b> India
General Manager Asia Pacific Middle East - Europe <b>Oiltanking</b> Germany	

## Participants by Nationality



**“Extremely rewarding. Gives you a better understanding of underlying motives in both your private and occupational environment.”**

## CEO

**De Friesland Zorgverzekeraar, The Netherlands**

With one campus in the thriving city of Singapore and the other in the tranquil forest of Fontainebleau, INSEAD offers a balanced combination of urban and rural settings. Each campus is equipped with state-of-the-art learning facilities and technology, ensuring that your time with us is as comfortable as it is enlightening.

#### Dates and location

Module 1: 12 – 16 January 2009 in Fontainebleau

Module 2: 16 – 20 March 2009 in Fontainebleau

Module 3: 18 – 22 May 2009 in Fontainebleau

Module 4: 2 – 5 December 2009 in Singapore

**Tuition fee** € 30,000\*

**Length** 3 x 5 days  
1 x 4 days

#### Further information

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To learn more about **The Challenge of Leadership** and to download the programme application form, go to: [www.insead.edu/executives/col.cfm](http://www.insead.edu/executives/col.cfm)

\* Fee subject to change

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# 138

full-time resident faculty  
in 2007/08

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# 100+

nationalities in  
Executive Education  
programmes in 2007/08

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