



Smurfit Executive Development  
UCD Michael Smurfit Graduate Business School

# LEADING FOR HIGH IMPACT & RESULTS

REAL-TIME • IMMERSIVE • VIRTUAL LEARNING



REAL-TIME, IMMERSIVE,  
VIRTUAL LEARNING  
FORMAT



EXECUTIVE  
EDUCATION  
2023 RANKING



## COURSE OVERVIEW

The need for strong and effective leadership has never been more acute. The requirement to nurture talent, build teams and effect change are all vital to the delivery of results. Our approach to leadership development is based on a clear assessment of the individual's leadership context, their leadership behaviours and their skills in coaching colleagues to enhance performance.

These needs are best addressed through personal reflection, assessing the results of assessment instruments and practice in displaying new behaviours. Having established enhanced self-awareness, participants will then improve their skills in forming and leading teams and develop superior insight into the leader's role in executing change and fulfilling the organisation's potential.

This course is designed for participants who are preparing to take on a leadership role at a time of change in their organisation. Recognising that strong and effective leadership is now more important than ever, it underlines the importance of nurturing talent and enabling change.

## Who is this course for?

- Participants who have at least 5 years professional experience;
- Individuals transitioning from being a great individual contributor to being a leader of other individual contributors;
- Managers looking to develop increased personal awareness of their leadership behaviours, their leadership potential and their performance;
- Professionals seeking to develop their leadership skills to ensure enhanced organisational performance;
- The programme welcomes participants from all functions and units within all kinds of companies, and will benefit a range of candidates – from high-potentials to experienced technical specialists who have come to leadership positions late in their careers.

Participants will cover a diverse age range. This is because the transition time from individual contributor to leader varies, depending on the organisation or industry.

## Key Benefits

- Enhanced understanding of leadership strengths and weaknesses;
- Deep insights into how a leadership style can affect a participant's workplace, their colleagues and ultimately their success as a leader;
- Reflection on the roles of leaders and managers in organisations;
- Gain a greater appreciation of a participant's own capacity for leadership;
- Gain insights into how to exercise leadership more effectively and make high impact leadership interventions;
- Practice in the provision and receipt of constructive feedback;
- Develop a greater sense of how a participant can contribute to the leadership of teams;
- Improve the ability to create and garner support for their leadership vision;
- Develop insight and practice in coaching as an intervention to enhance personal and team performance.

## COURSE CONTENT

### Leadership, Change and Learning

This session will help participants develop a more grounded and realistic perspective on the practice of leadership, its significance, and its limits. The session will position the programme by openly discussing our notions and assumptions about the concepts and practices surrounding management, leadership and change. Specifically, the idea of leadership as a 'craft' will be introduced, emphasising the importance of experience, engagement, intuition, and emotional awareness. In developing this idea of leadership as craft, focus will be brought to bear on how participants can enhance their leadership skill and expertise through everyday practice.

### The Leader's Role

This session will focus on identifying a set of practical, implementable leadership behaviours and activities that participants can deploy to enhance their effectiveness, impact and performance. Specific attention will be focused on feedback as a key vehicle for personal and organisational learning. Opportunities for learning exist in the workplace, yet many times these opportunities are missed. A key leadership role is to exploit these opportunities to enhance individual, team and organisational learning. The focus then shifts to the assessment and reflection on the leadership behaviours that participants can deploy to enhance their impact in the workplace. Specific leadership practices will be discussed and applications of these practices will be reviewed in a series of case studies.

### Leadership Coaching

This session looks at the concept of leadership coaching as a critical tool for organisational change. Change is essential for organisations to grow and adapt to today's rapidly shifting marketplace, yet people and organisations are naturally resistant to change. Leadership coaching can facilitate productive change in persons, teams, and systems by enabling leaders, managers, and employees to uncover potential that might otherwise go untapped. This session will introduce participants to the importance of coaching as a vehicle to enhance organisational capability. Specifically, participants will be exposed to the GROW model and to the importance of developing coaching conversation skills to enhance performance and motivation.

### Pre Course Preparation

In advance of this three-day short course, participants will be required to read a number of articles and cases to enhance interaction and group learning in the course. Articles will be used to explore specific themes that a participant can utilise for their personal leadership journey. Cases are descriptions of leadership situations that will be used to develop a participant's insight about alternatives to their leadership approach.



## APPLICATION INFORMATION

### Structure

This live online course is delivered in a synchronous format where you will engage with faculty and a global set of peers in an interactive, high-impact virtual environment. This course will blend live sessions with activities and readings to deepen one's understanding of the materials over three days. Participants are typically divided into small virtual groups designed to foster a high level of trust between participants and faculty, thereby creating a powerful and enriching learning environment.



### Fees

The fee of €2,000 is a comprehensive cost that includes your tuition and all course related materials. Please note that fees must be paid in advance in order to secure a place.

### Application Procedure

A completed application form and digital photograph are required.

### How to Apply

To apply for any of our short courses, please contact a member of our team on +353 1 716 8889, email [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie) or visit [www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

## FACULTY

Our dedicated team of faculty are widely recognised as skilled educators, ground-breaking researchers and accomplished authors. Through publishing, consulting and teaching they leverage their business expertise and field-based research to deliver programmes, encourage participants to develop new ways of thinking, widen their perspectives and to understand their own challenges and capabilities. The faculty present topics in a range of engaging methods such as 'action learning' projects, case studies, role plays, individual assessment and one-on-one coaching, so as to deliver unique and lasting learning experience.

## Smurfit Executive Development

As part of Ireland's leading business school, Smurfit Executive Development programmes are designed to provide the business leaders of today and tomorrow with a transformational experience. We are one of an elite group of schools worldwide to hold triple accreditation from AACSB (US), EQUIS (Europe) and AMBA (UK) and are the only Irish member of the leading international business school alliances CEMS, GNAM and PIM.

UCD Smurfit Executive Development is a member of UNICON, an invitation-only alliance of the world's leading university-based executive education providers. UCD Smurfit Executive Development has been ranked 1st in Ireland, 19th in the EU and 31st in the world for its Open Enrolment programmes according to the prestigious 2022 Financial Times Executive Education Rankings. By offering a world-class range of customised, diploma and open enrolment programmes, Smurfit Executive Development helps executives and their organisations create new opportunities to drive growth and create value.



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Please note that every effort has been made to ensure the information in this publication is correct. However, details may be subject to change without notice.

**CHANGE STARTS HERE**