



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School

# DIPLOMA IN LEADERSHIP DEVELOPMENT



Executive Education  
Ranking 2020





## PROGRAMME OVERVIEW

### PROGRAMME DETAILS

#### Structure

This programme is delivered over a series of 6 two-day workshops within a 10-month period. Workshops are mainly held on Fridays and Saturdays to minimise interference with busy work schedules. 100% attendance is required.

#### Assessments and Workload

Participants are assessed on a module by module basis through a variety of practical assignments. The emphasis throughout the programme is focused on the practical application of knowledge to benefit the participant, their team and their organisation.

#### Accreditation

On successful completion of the programme, participants will be awarded the Professional Diploma in Leadership Development by UCD Smurfit Executive Development (30 credits at NFQ Level 9). This diploma forms part of the MSc in Business (Leadership and Management Practice) Pathway (see back page for more details).

Being a leader today is challenging. The demands resulting from environmental uncertainty and volatility are enormous. Leaders are asked to 'do more with less'; find creative solutions; be agile, flexible and collaborative; lead change; achieve tough targets; develop KPIs for themselves and their teams; be sensitive to the needs of multiple stakeholders; implement strategies; manage conflict; build high-performing teams as well as a host of other requirements. Surviving and prospering in this climate means that leaders need to be able to think clearly, prioritise efficiently, interact productively and be continually proactive.

The Diploma in Leadership Development helps participants to become better leaders. It is about understanding how they themselves contribute to their eventual success and that of their teams and organisations. Participants will develop insight into their current leadership style, actively shift any leadership obstacles and bring about a renewed sense of empowerment and purpose. Built on strong theoretical principles that are brought to life and tested in module sessions that are participative, the programme is challenging and highly experiential. Participants are required to examine, share and learn from their own experiences, utilising and implementing new insights, tools and techniques.

### Module 1

#### Exploring the Leadership Impact – The Personal Dimension

- Examine the concept of leadership, its various definitions and approaches;
- Understand the participant's way of engaging and how their patterns of behaviour inform their leadership and what that means for their future potential;
- Develop a capacity for reflection to embed the learnings from the programme as well as from other ongoing organisational experiences.

### Module 2

#### Enhancing the Leadership Impact - The Relationship Dimension

- Address the relational aspects of leadership – focus on the leader's ability to really engage with others within and outside the organisation;
- Understand the importance of trust, how it is built and its centrality to leadership;
- Examine at a theoretical and experiential level, conversations as a building block for social processes in organisations;
- Manage difficult conversations.

### Module 3

#### Building the Leadership Impact - The Team Dimension

- Focus fully on the team dimension, how the participants are viewed as leaders of teams and how this impacts their performance overall;
- Understand how teams operate and learn how to apply a framework for understanding high performing teams;
- Participate in a number of team experiences which will reinforce the learning from the theory and feedback.

## Who is it for?

- Experienced managers with responsibility for leading others and making senior decisions;
- Recently promoted executives who are facing new leadership challenges;
- Individuals with at least five years of management experience leading and managing teams in an organisational context;
- Participants who are open to critically examining and building upon their own approach to leadership.

## Key Benefits

On completion of this programme, participants will have the skills to explore and find their leadership style in order to meet the challenges they face in their role and their organisation. It will enable the participant to build awareness of their leadership challenges, while identifying a range of approaches to explore and the necessary skills to implement interventions to good effect.

Specifically, the modules will:

- Enhance awareness of the participant as a leader;
- Facilitate the acquisition of the practical skills required to develop productive relationships among their team and organisational network;
- Provide feedback and support to make successful behavioural changes;
- Develop the capacity to understand the organisational challenges facing leaders today;
- Enhance self-awareness of the emotional, physical and behavioural challenges facing the participant as a leader.

## 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 a 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 the only Irish 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, 27th in Europe and 42nd in the world for its Open Enrolment programmes according to the prestigious 2020 Financial Times Executive Education Rankings. Our customised programmes have also been ranked at 47th in the European top 50. 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.

### Module 4

#### Aligning for Organisational Impact - The Systems Dimension

- Examine the organisational challenges facing the leader – how can the leader influence the whole organisation;
- Gain knowledge with regard to organisational cultures and what we need to be mindful of when navigating different types of organisations;
- Understand the participant's role in the successful implementation of strategy.

### Module 5

#### Sustaining my Leadership Impact - The Resilience Dimension

- Gain an understanding of the impact of stress in today's organisational climates;
- Understand leader de-railment and how this might impact the participant;
- Discover what the most appropriate coping techniques are and the importance of cultivating these techniques as part of the participants ongoing leadership practice.

### Module 6

#### Committing to Leadership Impact - The Future Dimension

- Capture the learning of the overall programme;
- Focus on feedback as an input to the participant's leadership journey in addition to receiving feedback from peer participants;
- Reflect on the experiences overall and what has been important;
- Develop and communicate a Personal Leadership Learning Statement.

# APPLICATION INFORMATION

## Entry Requirements

Participants should hold a primary degree or equivalent professional qualification. Consideration will be given to applicants who do not hold a primary degree but their depth of industry and organisational experience qualifies them as suitable participants.

## Fees

The fee of €10,200 or €9,690 (UCD Business Alumni Discount) is a comprehensive cost that includes tuition, all course related materials, lunches and refreshments while on campus. There are no additional overheads. We offer staged payments and there is no interest charged for choosing this option. Tax relief is also available on fees. For details visit [www.revenue.ie](http://www.revenue.ie)

## Application Procedure

A completed application form, digital photograph and copy of transcripts for all university-level degrees (if applicable and excluding those taken at UCD) are required. A telephone or personal interview with the Programme Director may form part of the admission process to help determine whether the programme is the most appropriate solution for the applicant.

## How to Apply

To apply for this programme, 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)

## Pathway to the MSc in Business

### (Leadership & Management Practice)

The Diploma in Leadership Development forms part of the MSc in Business (Leadership & Management Practice) Pathway. The pathway framework is comprised of ten diploma programmes. If participants successfully complete three of these ten diplomas within a 5-year timeframe, they are awarded with the MSc in Business (Leadership & Management Practice).

The other diploma options available in the Masters pathway are as follows:

1. Professional Diploma in Advanced Management Performance
2. Professional Diploma in Strategy Development and Innovation
3. Professional Diploma in Organisational Change & Transformation
4. Professional Diploma in Business & Executive Coaching
5. Professional Diploma in Corporate Governance
6. Professional Diploma in Strategic Growth (Food Industry)
7. Professional Diploma in Strategic Growth (Biotech & Pharma Industry)
8. Professional Diploma in Business Finance
9. Professional Diploma in High Performance Sales & Business Development

*A key take-away from the Diploma in Leadership Development for me was that self-awareness is essential. The facilitated modules provided a great opportunity to step back, learn and think differently about opportunities and problems. The experience has provided me with ample opportunities to apply the learnings into my business planning and leadership approach.*

**Gemma Whelehan, Managing Director,  
Kappé International B.V.**



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