



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School



Executive Education  
Ranking 2020



# BUILDING & LEADING HIGH-PERFORMING TEAMS

UCD SMURFIT EXECUTIVE DEVELOPMENT IN  
COLLABORATION WITH LEINSTER RUGBY  
3-5 NOVEMBER 2021



FROM  
THE  
GROUND  
UP



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You have the potential to be among your organisation's greatest assets — but capitalising on your abilities requires new knowledge and skills. UCD Smurfit Executive Development in collaboration with Leinster Rugby, are delighted to announce a new three-day course 'Building and Leading High-Performing Teams'. Through the integration of examples from the sports and business worlds, this unique, intensive and highly interactive short course, will equip you with insights & skills to build your leadership strengths and prepare you for greater challenges.





The dynamics of teamwork are too complex to be mastered through classroom work alone. Working with Leinster Rugby's leadership experts, Building and Leading High-Performing Teams provides a distinct combination of classroom and case work, along with experiential exercises in a dynamic, interactive environment. It builds upon years of combined expertise, on and off the pitch, in providing strategic insights to help participants build and nurture performance-driven teams.

# COURSE OVERVIEW



One of the most complex challenges facing any leader is the ability to form and lead high-performing teams. Central to great leadership is creating, enabling, and nurturing the conditions to do great work, in an environment that leads to business and personal growth for both leaders and their teams.

Through cross-functional team building and helping participants to develop an enhanced ability to build, lead, inspire and sustain high-performing teams, this three-day course places you in settings and contexts that will change the way you experience leadership.

Each day you will test new strategies and practical tools through hands-on experiences with instant feedback and participate in integrated sessions that connect course content to your real-world issues. Building and Leading High-Performing Teams will prepare you to return to your organisation ready to make an immediate impact.

By attending this course, you will expand your capacity to think strategically, communicate persuasively, and act decisively, and do so in a way that builds strength and belief in yourself, those around you, and the organisation.

Building and Leading High-Performing Teams is designed for those with at least 5 years professional experience from the private, public, and not-for-profit sectors and whose career has evolved consistently with increasing levels of responsibility.

# PARTICIPANT PROFILE

- You will have at least 5 years professional experience;
- You are looking to develop increased personal awareness of your leadership behaviours, your leadership potential and your performance;
- You are seeking to develop your organisational leadership skills to ensure enhanced organisational performance;
- You will have an ultimate goal of reaching your next management level, enabled by personal leadership and the collective impact of the teams that support you;
- You want to learn strategic frameworks and tools to build and lead teams that leverage individual strengths to achieve outstanding results;
- You want to strengthen, advance, and hone your leadership skills to meet your organisation's current and future challenges.



With a results-oriented, intensive, hands-on learning experience, the curriculum is intended for professionals seeking to broaden their skills for leading others.

Participants leave the course with an expanded peer network, plus specific tools, and frameworks to better understand team dynamics and drive better team performance.

To further leverage the value and impact of this course, we encourage companies to send cross functional teams of executives. We offer group enrolment benefits to companies sending three or more participants to this course.



During this intensive three-day course, you will uncover your individual leadership style and develop your strengths. You will work directly with world-renowned experts in leadership development and management and have a unique opportunity to broaden your perspective by learning alongside high-potential peers from various industries, business disciplines, and cultural backgrounds.

# COURSE CONTENT



## IN BUILDING AND LEADING HIGH-PERFORMING TEAMS, YOU WILL:

- Strengthen emotional intelligence for greater influence, stronger relationships, and higher levels of productivity from your team.
- Gain valuable personalised feedback on your emotional intelligence, communication style, and organisational culture.
- Learn about your own leadership style and its impact on team performance.
- Explore the importance of values and behaviours in teams.
- Learn how to deal with setbacks and failures.
- Build upon your own personal strengths and the strengths of team members.
- Build more effective and productive relationships based on intelligent use of your emotions.
- Gain hands-on experience in building, participating in, and leading teams in diverse contexts.
- Understand how team leadership resides in action rather than position.
- Master a framework for leading change more effectively.
- Understand and improve how communication and listening style influences leadership outcomes.
- Manage and nurture strong individual players within a team and draw out the best from everyone — so that the team is more than the sum of its parts.
- Create an individual action plan that commits to immediate and long-term change and growth.
- Build a peer network of fellow leaders for sharing challenges, insights, and perspectives.





# ACTION LEARNING

## SKILL BUILDING: RECOGNISING THE IMPORTANCE OF EMOTIONAL INTELLIGENCE AND HOW TO RAISE YOUR EQ

A highlight of Building and Leading High-Performing Teams is the Emotional Intelligence Self-Assessment. This exercise begins on Day 1 and continues during the course with feedback and practical exercises to improve your level of emotional awareness of others' behaviours.

## SKILL BUILDING WITH LEINSTER RUGBY: LEARNING FROM THE WORLD OF ELITE SPORT IN PLAYING TO WIN TEAM CHALLENGE

This exercise designed and led by Leinster Rugby takes place at Leinster Rugby's headquarters, and state of the art training facilities. Participating in this assessment will increase your awareness and understanding of verbal, non-verbal signals, and your ability to make appropriate judgments based on that information. The exercise provides an opportunity for you to test your intuition, identify strengths, discover vulnerabilities, and master a framework for leading change more effectively.



## COURSE FEATURES

Building and Leading High-Performing Teams provides unique opportunities to make connections between what you are learning and your work and personal life.

**Executive Wellbeing:** To lead requires focus and energy, so one's health and wellbeing needs to be optimal. Daily Executive Wellbeing sessions will teach you how to manage your energy and demonstrate positive health practices with long-term benefits that you can begin using right away.

**Fireside Chat with Leinster Rugby:** Current and former players share their experiences in intimate, informal dialogue with participants. It is a rare opportunity to learn from the successes (and failures) of some of the biggest names in sport.



## LEINSTER RUGBY POST PROGRAMME RDS EXPERIENCE

Successful participants will be presented with their course certificates at a special awards ceremony at a Leinster Rugby home match in either the RDS Arena or Aviva Stadium.

Participants will also enjoy an exclusive “behind the scenes” pre-match stadium tour, to see the Leinster Rugby team prepare in the build-up to the match, before taking their seat to enjoy the performance.





# PROGRAMME LEADERS

Our faculty team from Smurfit and Leinster Rugby are globally recognised for building excellence. The teaching team will employ a participant-centered approach that ensures each person has a voice and shares her/his insights with peers to enhance everyone's experience.



## HELEN BROPHY, DIRECTOR, SMURFIT EXECUTIVE DEVELOPMENT

Helen leads the Smurfit Executive Development team, but she also specialises in programme design and delivers across the programme portfolio in areas of leadership, change management and organisation effectiveness. She holds an Executive Masters in Consulting and Coaching for Change from INSEAD, in addition to an MBS from UCD Smurfit School and a BA in Communication Studies from Dublin City University. Helen is certified by the British Psychological Society for Level A Occupational Ability and Level B Personality Psychometric Test User Certification and is qualified in a range of psychometric and 360 instruments. She has also continued her professional development throughout her career, undertaking programmes at leading ranked international Business Schools including Harvard (US), Center for Creative Leadership (US) and IESE (Spain).



## LEO CULLEN, HEAD COACH, LEINSTER RUGBY

Former Leinster captain Leo Cullen made his senior debut during the interprovincial and Heineken Cup matches of the 1998/99 season. The Wicklow man gained 32 Irish caps during his career and had the honour of captaining Ireland against Russia, in Rotorua, during the 2011 Rugby World Cup. He also captained Ireland against Scotland a month previous.

For 2008/09, Cullen was handed the captain's armband and would captain Leinster Rugby to three Heineken Cup wins, a Challenge Cup title and two PRO12 titles.

With his years of experience in the game, Cullen was asked to join the Leinster backroom staff by head coach Matt O'Connor after his retirement and he became the Leinster forwards coach in July 2014.

When O'Connor departed a season later, Cullen was appointed Leinster Rugby Head Coach in August 2015 and led the province to the top of the Guinness PRO12 table and to the PRO12 Final in his first season.

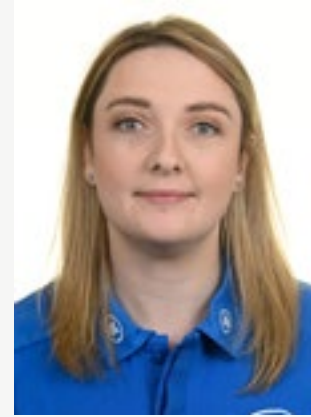
In 2018, in his third season, Cullen became the first man to win a Champions Cup title as a player and as a head coach as he presided over a first ever Guinness PRO14 and Champions Cup double for Leinster and since then the team have added three further PRO14 titles to the trophy cabinet back at UCD.





**CAMILLA BEGLAN, PROGRAMME DIRECTOR**

Camilla spent 12 years with PwC consulting and has led a Global Leadership, Learning and Development function for a 35,000 employee organisation. Her wide and varied business background gives her hugely valuable insight into the business issues which organisations face and she is convinced about the connection between impactful leader development and sustainable market-beating growth and profitability. Camilla specialises in helping leaders to close the gap between what they do and what they are capable of doing, all in the interests of better decision-making: for them; for their organisations; for their people; and for society more widely. Camilla works with existing or emerging leaders to support them in being more centered, deliberate and thinking professionals, in particular in the face of very complex, often unplannable and always fast, internal and external working environments. She holds several qualifications including an MBA (UCD), MSc Executive Coaching (Ashridge Business School), LEA accredited (MRG); Hogan accredited; CEDR accredited mediator.



**DR. EMMA BURROWS, PERSONAL DEVELOPMENT MANAGER, LEINSTER RUGBY**

Dr. Emma Burrows is a sports and wellbeing coach with 14 years experience working with recreational, performance pathway, Olympic, Paralympic, and professional athletes. Emma's current role is a joint initiative between Leinster Rugby and Rugby Players Ireland where she works full-time with Leinster Rugby as Personal Development Manager. She was previously the Player Development Manager for the Professional Footballers Association of Ireland where she developed and delivered their Personal Development Programme including career planning and wellbeing support to professional soccer players.

Emma completed a BSc. in Sport Science and Health in 2013 during which she conducted award winning research on coaches' attitudes to mental health issues in athletes. She continued her studies in DCU completing her PhD in 2019 following a period of 5 years developing, implementing and evaluating a life skills and career adaptability intervention for Olympic and Paralympic athletes, coaches and support providers which reached over 150 people ahead of the Rio 2016 Games.





# HOW TO APPLY



## APPLICATION PROCEDURE

Places on the course are confirmed on a first come, first-served basis, taking into consideration the applicant's level, objectives, and the diversity of the class. We recommend that you submit your completed application as early as possible, preferably six weeks prior to course commencement. We will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about suitability.

## FEES

The fee of €3,000 is a comprehensive cost that includes your tuition and all course related materials. Please note that fees must be paid in advance to secure a place.

## TAILORED FOR YOUR ORGANISATION

If you are interested in this course exclusively for your organisation, we invite you to talk to us about your requirements and explore how we can help your organisation. We specialise in creating bespoke learning solutions for organisations and can provide complete packages including off site delivery, hospitality and accommodation options.

## NOMINATION OF PARTICIPANT

If you would like help in selecting who should take part in this course based on overarching organisational goals, we are happy to help support your participant selection process.

## HOW TO APPLY

**If you have questions related to your learning & development needs or wish to apply, please engage in a conversation with our Business Development Manager, Maria Keany, who will accompany you in your learning journey. Please call +353 87 910 4799 or email [maria.keany@ucd.ie](mailto:maria.keany@ucd.ie)**

## STRUCTURE

This in-person course is delivered on campus at UCD Smurfit Executive Development with a site visit included to Leinster Rugby's headquarters, and state of the art training facilities at Belfield on Day 1. At both campuses, you will engage with course faculty and a global set of peers in an interactive, high-impact environment. This course will blend live sessions with activities and readings to deepen one's understanding of the materials over the three days. Participants are typically divided into small groups designed to foster a high level of trust between participants and faculty, thereby creating a powerful and enriching learning environment.

# ABOUT US

## 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 also 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, 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 47<sup>th</sup> 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.

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.



# ABOUT US

## LEINSTER RUGBY

Leinster Rugby is one of four professional club rugby union teams in Ireland and the most successful Irish men's team domestically, having won eight PRO14 leagues, four European Rugby Champions Cup and a Challenge Cup in the last 20 years.

Founded in 1879 Leinster Rugby has always been built from the ground up, a broad rugby community all connected by the same idea – the pursuit of excellence.

This pursuit of excellence is collective. Leinster Rugby nurtures and develops home-grown coaches, referees, volunteers, administrators, and players from mini rugby through the player pathway to the senior and professional teams throughout the 12 counties of Leinster.

The growing rugby community in Leinster has taken the men's team from small attendances in Energia Park, Donnybrook to be the best supported rugby club in Europe regularly playing to full houses at the RDS Arena and Aviva Stadium.

The Leinster Rugby women's team have also made huge strides in the last decade, are back-to-back interprovincial champions and supply the majority of players to the Ireland Women's team. Most recently they, along with Harlequins, were the first sides to play a women's club fixture at the home of English Rugby, Twickenham Stadium.

To back this growth, Leinster Rugby have nurtured and built relationships, commercial and sponsorship networks that enable further and future success on and off the pitch.

Leinster Rugby has successfully developed men and women who have captained, led, and coached the British and Irish Lions, Ireland, Leinster, their clubs and schools.





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## FOR MORE INFORMATION

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