

## IMI Diploma in Leadership

### Available in DUBLIN & GALWAY in 2018

#### ManagementWorks

ManagementWorks is a Skillnet-funded initiative under the Government's Action Plan for Jobs. ManagementWorks provides a small suite of subsidised management development programmes for business owners and managers in Ireland. Our goal is to help managers drive improvements in business performance by improving their management capability.

Since 2012 we have teamed up with the Irish Management Institute (IMI) to make a selection of their Postgraduate IMI Diploma programmes available at a greatly reduced rate to business owners and managers. We are offering these programmes in three locations; Dublin, Cork and Galway. In 2018, the IMI Diploma in Leadership is available in Dublin and Galway.

#### What is the IMI Diploma in Leadership?

In the challenging times we all now face, strong leadership is widely recognised as the single most important factor in determining which organisations will survive and grow out of the recession, and which will not. As a manager, the current environment is forcing you to face the most difficult leadership challenges of your career. The quality of the leadership that you provide to those around you will help determine your career trajectory and will help define your organisation's success.

The IMI Diploma in Leadership is the IMI's flagship leadership development programme. Its aim is simple – to dramatically enhance your practical leadership skills, awareness, impact and judgement. By participating, you will become a more confident, well-rounded and inspirational leader – capable of handling the challenges of the current environment and ready to step up to the next level in your career development.

#### At a Glance

**Programme Title:** Postgraduate IMI Diploma in Leadership

**Target audience:** Business Owners, Managing Directors and other Senior Managers

**Format:** 6 x three-day group workshops plus assignments and study work over 6 months

**Certification:** IMI Diploma in Leadership *plus* UCC Postgraduate Certificate (NFQ Level 9)

**Fees:** The subsidised cost of the programme in 2018 is €3,000 per person\*. This includes all training, course materials, tutor support, assessment, certification, lunches and refreshments. *\*This rate is available to SMEs only, i.e., firms in Ireland that employ less than 250 employees. A limited number of places may be made available to larger companies at a higher rate. Further details to follow.*

#### Dates: GALWAY

16 | 17 | 18 Apr 2018  
28 | 29 | 30 May 2018  
25 | 26 | 27 Jun 2018  
24 | 25 | 26 Sep 2018  
22 | 23 | 24 Oct 2018  
26 | 27 | 28 Nov 2018

#### DUBLIN

20 | 21 | 22 Mar 2018  
24 | 25 | 26 Apr 2018  
22 | 23 | 24 May 2018  
19 | 20 | 21 Jun 2018  
18 | 19 | 20 Sep 2018  
16 | 17 | 18 Oct 2018

## Who should attend?

Professionals at all levels seeking to maximise their personal impact and influence, master the psychology of leadership, develop a practical toolkit of leadership techniques and shape the direction of their businesses.

## What does the Programme consist of?

- An eighteen-day taught programme
- Delivered on a monthly basis, in chunks of three days per month
- Six modules: The Meaning of Leadership, The Psychology of Leadership, Leadership Ethics and Social Responsibility, Leading Teams in a Global Economy, Leading Change, Leadership in Action
- Opportunity for progression to a Masters of Business

## Accreditation

Successful participants will be awarded both the IMI Diploma in Leadership and the UCC Postgraduate Certificate in Leadership. The Postgraduate Certificate qualification is accredited and awarded by University College Cork – National University of Ireland, Cork and is a Level 9, Minor Award on National Framework of Qualifications. By completing this programme you will also earn one-third of the credits required to be awarded the Master of Business qualification. Further details on progression routes available to you are given on page 9 of this document.

## How will your business benefit?

By participating in the IMI Diploma in Leadership you will:

- Develop and apply a comprehensive toolkit of best-practice leadership techniques
- Formulate a comprehensive range of practical recommendations for developing best-practice leadership throughout your business
- Undertake a personal journey - developing a detailed understanding of your leadership style and development areas and enhancing your capabilities
- Analyse how your personal leadership style matches the needs and demands of your business
- Critically analyse and subsequently impact the leadership culture, processes, and needs of your business

## Testimonials

“What this programme is really all about is your personal exploration of leadership and the ‘putting into practice’ of what you find there. All of the varied and rich learning experiences provided are geared to supporting your progress towards this simple but invaluable goal. Anyone with a real inner hunger for practical leadership improvement should therefore consider this programme.”

*Paul Smith, Continuous Improvement Manager, Diageo*

“What I have learned from the IMI Diploma in Leadership is that you must figure out how to become the Chief Relationship Officer in your organisation. As an effective manager I was able to get things done, but as a leader I had to learn how to get things done through others, which starts with building relationships - above you, below you and around you. This programme is a fantastic opportunity to develop a truly comprehensive understanding of leadership.”

*Peter Bosch, Director CFL Strategy, SMB, Salesforce.com*

“The IMI Diploma in Leadership is an extremely well managed and organised programme with the perfect blend of leadership theory, practical application of concepts and team activities. The programme differentiates itself from others by integrating practical application with the theory and concepts introduced in class. You will learn how to cultivate the vital qualities and skills needed to successfully lead people, and build greater confidence in your ability to be a strong, effective and inspirational leader whom others will willingly follow.”

*Colm Murphy, AppleCare BPR Manager, Apple*

“It broadened my horizons way beyond expectation. In so many ways the learning environment gave me the tools to challenge my view of leadership. Successfully integrating IMI specialists, influential industry specialists and inspiring guest speakers made this an unforgettable life experience.”

*Tom Quinn, Service Delivery Manager, HUAWEI*

“The IMI Diploma in Leadership is something that enables leaders of organisations, teams or projects to elevate methods and theories to bring their performance to the next level. It encourages self analysis, how we understand the world and how our actions are interpreted by others. It encourages one to look up from the detail and help make strategy happen. I’ve 22 years of experience in domestic and international logistics at all levels and covered a lot of ground. This business still excites me and this IMI Diploma in Leadership was just what was required to ensure that in these difficult times, my team in DHL and I are fit for purpose and even more importantly alert to opportunities. Truly an interactive, self reflecting, action provoking course run by professionals for professionals.”

*Sean Moran, Director, DHL Sameday, DHL*

“I enrolled on the IMI Diploma in Leadership with the hope that I would have the opportunity to learn from some of the best lecturers in the country and potentially meet people in similar roles. The experience I have had has been that and so much more. I have learned an enormous amount not only about the role of leadership, but also how I fit into that role. I have immensely enjoyed the chance to engage with other participants and learn from their wide and varied experiences. Leadership is a role too often taken for granted. This programme gives a very real insight into the opportunities, challenges and skills needed for leading in today’s economy.”

*Rebekah Lyons, Managing Director, Portobello Institute*

## Programme Structure

In order to maintain consistency within the IMI's Master of Business framework of programmes the structure of the IMI Diploma in Strategy & Innovation has a similar structure to the other IMI Diplomas accredited by UCC as part of the MoB suite:

- This is an eighteen-day taught programme.
- The programme is delivered on a monthly basis, in chunks of three days per month.
- Participant attendance will be required at all eighteen teaching days.
- The programme will begin at 9:00am each day and finish at 5:00pm.
- A typical month will consist of three days at the IMI organised in six separate half-day classes; one each morning and one each afternoon. Each class will last approximately three and a half hours in duration, including at least one 15 minute tea/coffee break.

## Programme Features

**Action Learning:** IMI's teaching methods feature intensively practical classroom exercises and accelerate the transfer of learning back to the workplace.

**Visiting Speakers:** Each month a senior manager with practical experience in strategy and innovation will visit the programme to share their knowledge and expertise. This will give you the opportunity to ask questions and debate with managers confronting real strategic challenges.

**Case study analysis:** Real-life case studies relating to major programme themes will be regularly analysed in class. These will include analysis of leaders and leadership challenges for a variety of Irish and multinational contexts – bringing major leadership issues to the fore in robust classroom debate and forming part of the programme assessment.

**Reflective learning logs:** You will maintain a series of personal reflective learning logs throughout the programme. This requires critical appraisal of the classroom content class and the application of it to your leadership role. These logs will make connections between theory and practical application.

**Own-organisation leadership audit:** As part of the programme, you will develop a leadership blueprint for your organisation – evaluating your current leadership culture and practices, and making a prioritised list of recommendations for change - driven by international best practice.

**Class Diversity & Networking:** The Diploma in Leadership attracts a uniquely diverse cohort of experienced managers from a wide range of industries and backgrounds who are intently focused on broadening their knowledge and developing their skills. You will leave the programme with a valuable network of business contacts and friends.

**Unique Faculty:** IMI faculty have a unique blend of academic qualifications and real-world business acumen. This combines with their unrivalled business experience working with practicing managers to create a truly dynamic classroom experience.

## Programme Content

The IMI Diploma in Leadership comprises six modules, each of which explores different aspects of leadership. The six modules that comprise the programme are:

### **MODULE 01 - The Meaning of Leadership**

Major leadership models  
Leader effectiveness and objective setting  
Taking ownership for your Leadership Development  
Contemporary organisational leadership

### **MODULE 02 - The Psychology of Leadership**

Emotional intelligence and the link to leadership effectiveness  
Psychometric analysis using the Emotional Capital Report  
Motivation theories and the implications for leaders  
The leader/follower relationship

### **MODULE 03 - Leadership Ethics and Social Responsibility**

Leadership, social responsibility and creating an ethical organisational culture  
Values based leadership  
Key principles of ethical and moral leadership  
A framework for ethical decision-making  
Ethics, governance and culture

### **MODULE 04 - Leading Teams in a Global Economy**

The leader's role in the team-based organisation  
Leader actions that foster teamwork  
Leading global virtual teams  
Cultural factors influencing leadership practice

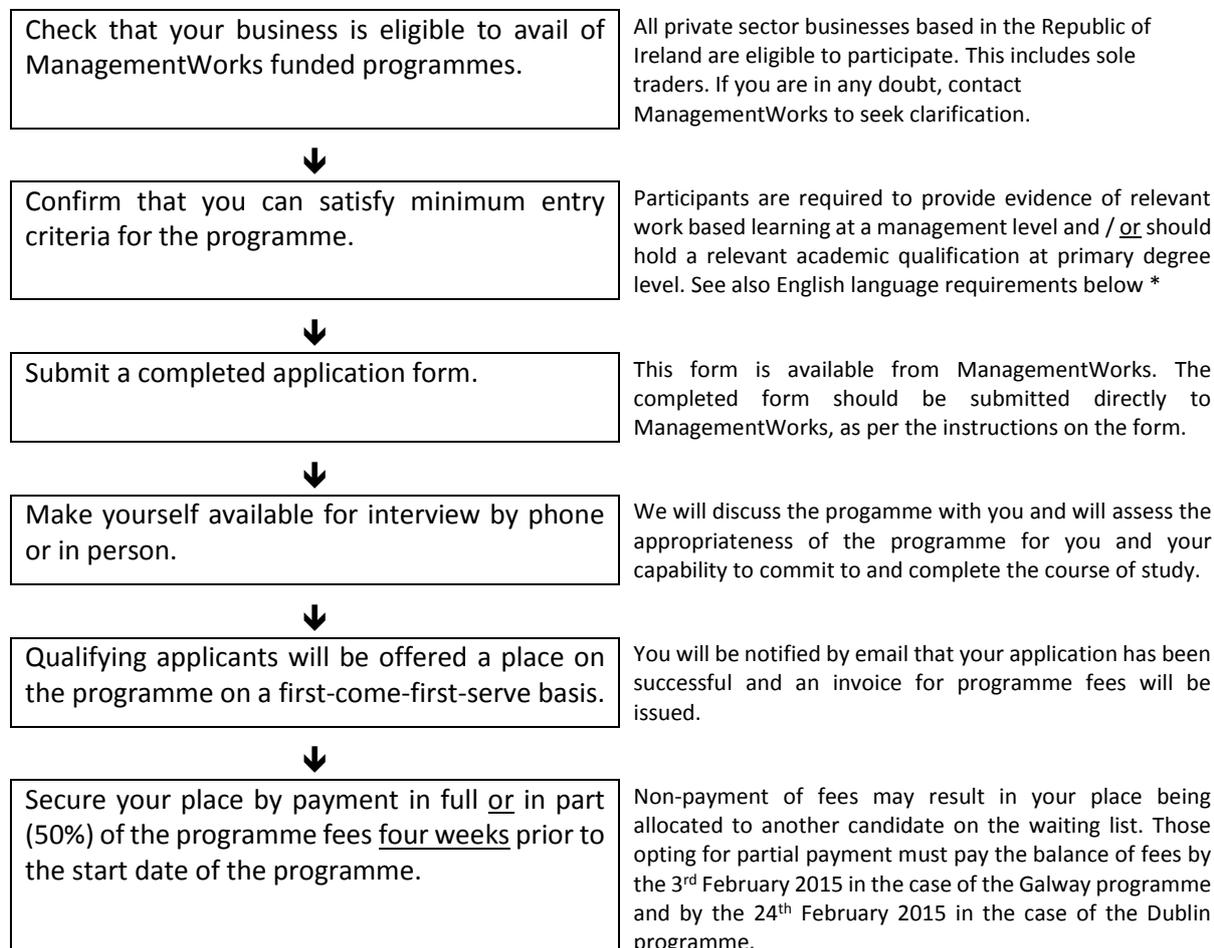
### **MODULE 05 - Leading Change**

Major theories of organisational change  
Frameworks for implementing change  
Leadership, power and influence during organisational change  
Leadership communication and organisational change

### **MODULE 06 - Leadership in Action**

Leadership in action  
Leadership styles  
High performing teams

## Entry Process and Requirements



\*All applicants whose first language is not English will be required to show evidence of the successful completion of an IELTS or TOEFL test. The English language requirement for this programme is an IELTS score of 6.5.

## Teaching Methods and Learning Support

The teaching methods that will be employed on the IMI Diploma in Leadership will mirror the intensely interactive, action-learning focus that is consistent across the Master of Business suite. Rather than an exclusively lecture-style approach, the emphasis in class will be on faculty-led group discussion and class debate, which will draw upon the managerial experiences of participants to illustrate key learning points and to bring concepts, theories and frameworks to life.

The case study method will be a consistent feature throughout the programme. The practical, applied approach to teaching methodology will be underpinned by the assessment strategy, which emphasises case study analysis, and the practical application of best-practice theory to analyse the environment and organisation in which the participants work.

The programme will have a dedicated Programme Director and Programme Coordinator who will both serve as essential supports for participants. The Programme Director has ultimate academic responsibility and oversight of the programme; the Programme Coordinator manages all logistical matters. Both these individuals are present throughout class days at the IMI and are available by phone and email for participants between classroom dates.

One of the benefits of undertaking an IMI Diploma is that participants receive complementary IMI Personal Membership for the duration of their programme. As a personal member, they will receive unlimited access to the IMI Knowledge Centre's physical and online resources, including online access to thousands of academic and trade journals. An overview will be provided on how to access these databases on the opening day of the programme. Participants will also be encouraged to schedule a free one-to-one tutorial with an IMI librarian to explore the online databases.

As well as academic resources to support your academic studies, the Knowledge Centre provides a range of practical management tools to help your continued professional development and provide practical on-the-job assistance when you need it. The IMI also offers access to a wealth of business information - industry and market reports, company profiles, business news and so forth. All this is available online 24/7 using your unique Knowledge Centre login.

As an additional learning support, the IMI Diploma in Leadership will have its own online learning management system called "Moodle". Participants will receive an "Introduction to Moodle" session on the first day of the programme. Moodle will be useful for participants in several ways:

- To access course documentation such as course outlines, handouts and slide packs.
- Faculty post links to helpful information websites on Moodle.
- Moodle can be used to set up online workgroups with other course participants.
- Assignments are submitted and feedback is delivered via Moodle.

As a final learning support, participants will be assigned to study groups from the start of the programme to support their learning. These groups will be designed to contain a mix of organisational and professional backgrounds. Some time will be dedicated each month adjacent to class time at IMI for study group discussion and planning. In the weeks between classes at IMI, study groups can also book free meeting rooms for study group purposes.

## Marks, Standards and Successful Completion

This programme will be conducted under the regulations of Irish Management Institute and University College Cork. To successfully complete the programme, participants must:

- Maintain a satisfactory attendance record<sup>1</sup>
- Complete prescribed readings and show evidence of same through active participation in class discussion;
- Complete and submit all assignments by the date specified by the tutor;
- Achieve a pass mark (40%) in each module.
- Achieve an overall pass mark (40%) for the overall programme.

The classification of the award, as per the following table, based on the overall percentage:

Percentage Band	Award classification
70 – 100	First Class Honours
60 – 69	Second Class Honours, Grade 1 (“2:1”)
50 – 59	Second Class Honours, Grade 2 (“2:2”)
40 – 49	Pass
39 or below	Fail

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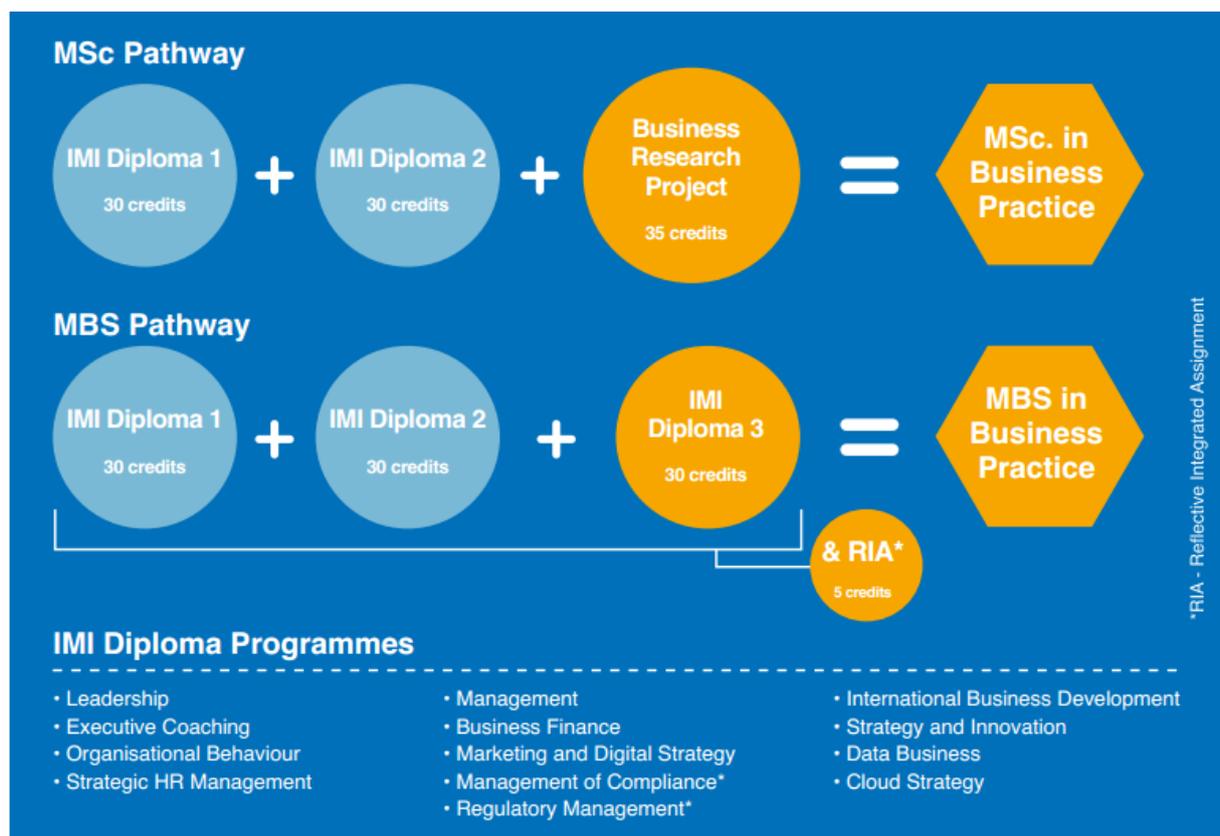
<sup>1</sup> The IMI Diploma in Strategy & Innovation is a taught programme. Therefore as per IMI regulations, full attendance is required to maximise participant learning. The IMI recognises however that although full attendance is preferred, the professional profile of the participants means that this may not always be entirely possible as exceptional, unexpected workplace situations can occasionally arise which demand the attention of senior managers. The programme regulations therefore require that participants attend a minimum of fourteen days of the eighteen- day programme. Participants who are absent for more than four programme days (or eight half-day sessions) will not be eligible to pass the programme. Participants are expected to notify the Programme Director in advance of any absence in writing. In cases where a participant is absent for more than six programme days (or twelve half day sessions) the Programme Director may choose to terminate their registration. No refunds will be made in such cases.

## Progression - The IMI Master of Business Framework

Some graduates of the IMI Diploma in Leadership may be content to finish their learning journey following their successful completion of the programme. However, as a constituent award within the IMI Master of Business Framework, the IMI Diploma in Leadership is also a stepping stone towards a full Masters qualification accredited and awarded by UCC.

By completing any two IMI Diplomas and a Business Research Project or three IMI Diplomas and a Reflective Integrated Assignment within a five year timeframe, you will earn 90 credits (the national standard for a Masters Qualification) and will be conferred the title 'Master of Business'. The Master of Business and its constituent IMI Diplomas are accredited and awarded by University College Cork – National University of Ireland, Cork.

The following diagram illustrates the current suite of IMI programmes which link to the Master of Business framework and the process whereby one can achieve this qualification.



**Step 1:** Successfully complete any one of the IMI's suite of thirteen IMI Diploma programmes\*.

**Step 2:** Successfully complete a second IMI Diploma of your choosing.

**Step 3:** Successfully complete the IMI Business Research Project or a third IMI Diploma of your choosing and a Reflective Integrated Assignment.

\*Due to similarities in certain subject themes it is not possible to combine the IMI Diploma in Regulatory Management with the IMI Diploma in Management of Compliance as a pathway towards earning the Master of Business. All other programme combinations can act as a pathway towards the MoB.

## Applications

Before you submit an application, please review the Entry Process and Requirements on Page 6 of this document.

To apply for a place on the programme, send a completed application form by email to Brian Colleran, ManagementWorks at Skillnets:

b.colleran@skillnets.com

The application form is available for download from the ManagementWorks website. Alternatively, email a member of the ManagementWorks team and we will send you a copy.

## Questions

If you have any questions, please contact Brian Colleran at Skillnets, see contact details below.

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To find out more about ManagementWorks see [www.managementworks.ie](http://www.managementworks.ie)