

INSEAD

 **Partners in  
Performance**<sup>®</sup>  
*Unleashing potential | Lasting impact*

EXECUTIVE EDUCATION



# Leading Continuous Improvement



The Business School  
for the World<sup>®</sup>

# APPLIED ONLINE LEARNING EXPERIENCE

## 1. LEARN

### HIGH-IMPACT LEARNING EXPERIENCE

This programme has been co-designed and presented by INSEAD's world class leadership faculty and Partners in Performance Continuous Improvement practitioners to convey complex concepts in a simple way.

Content has been designed specifically for online learning:

- Short high-impact content videos combined with exercises
- Use of relevant and engaging case studies from a wide range of industries
- High-quality filming with actual participants

## 2. INTERACT

### MULTI-DIMENSIONAL INTERACTIONS WITH PEERS AND FACULTY

The video lectures are complemented by a rich set of interactive elements, including short quizzes, group exercises, online discussions and personal reflections. Through these interactions we will build a community of INSEAD faculty, Partners in Performance Continuous Improvement practitioners and managers and improvement specialists from a wide variety of industries. This diverse combination of backgrounds and experiences will optimise course learning and establish rich networks.

## 3. APPLY

### REAL-TIME APPLICATION FOR IMMEDIATE IMPACT

The Action Learning Project (ALP) is a core element of the INSEAD online programme design to increase participant learnings and deliver immediate business impact.

In the Leading Continuous Improvement programme participants will bring a prioritised idea from their pipeline and apply the frameworks and tools learned each week to the delivery of their idea.

The participant projects are closely aligned with the programme content and benefit from faculty feedback and peer review.

## 4. CERTIFICATION

### PROFESSIONAL RECOGNITION FROM INSEAD AND PARTNERS IN PERFORMANCE

Upon successful completion of all programme activities, combined with satisfactory grades on the final assignment, participants are awarded a professional Certificate of Completion from INSEAD and Partners in Performance.

# LEADING CONTINUOUS IMPROVEMENT

## IS THIS THE RIGHT PROGRAMME FOR YOU?

It definitely is if you answer 'yes' to the following questions:

- Your organisation is operating in a rapidly changing, often disruptive world
- You are part of a leadership team that is establishing a culture of Continuous Improvement
- You need to marry the benefits of a structured Continuous Improvement methodology with the skills to drive behavioural change in a complex organisation
- You want to learn from the best practitioners and leading academics in the world
- You thrive on testing new ideas with peers from a wide variety of industries and geographies

## KEY BENEFITS

- Learn how to:
  - apply the latest leadership frameworks to enable faster decision making, accelerate change processes and cut through difficult cultural challenges
  - create the demand and commitment for improvement in your organisation
  - maximise bottom line improvement, in the shortest time using the least amount of resources
- Continue learning together with a diverse alumni network
- Distinguish your ability with a professional Leading Continuous Improvement certificate endorsed by INSEAD and Partners in Performance

## PARTICIPANT PROFILE

The programme is designed for managers and improvement specialists who are completing/have completed a full Continuous Improvement engagement with Partners in Performance including the on-site training programme.

### PROGRAMME SCHEDULE

Programme will be run a maximum of twice a year over a 16 week period

### CONTACT

For further information and details on the next available training course please contact your Partners in Performance Client Manager or email [training@pip.global](mailto:training@pip.global)

## PROGRAMME DIRECTORS



**Chengyi  
Lin**

*Affiliate Professor of Strategy  
Programme Director, INSEAD*



**Wilhelm  
Schultz**

*Director  
Partners in Performance*

# LEADING ORGANISATIONS IN DISRUPTIVE TIMES

## DRIVING CHANGE AND INFLUENCING NETWORKS

In a digitised environment characterised by rapid and continual disruption, it is critical for organisations to be agile and quickly respond to change. As a result, businesses require leaders who are not only effective interpersonally, but who can also manage increasingly complex organisations.

Effective leaders today must be able to make decisions faster and lead change efficiently, while skilfully influencing in a more interconnected, collaborative landscape. Additionally, they need to foster a “digital-ready” organisational culture that embraces – rather than resists – continuous change.

**Leading Organisations in Disruptive Times** is an online programme that takes a closer look at the challenges facing senior leaders today – from conducting fair decision-making processes to enabling their organisations to navigate wider political and cultural challenges.

Building on cutting-edge research, the programme will develop your ability to drive faster decision-making, accelerate change processes, and cut through difficult cultural challenges. It will provide you with a set of concepts and tools enabling you to lead your organisation with impact and efficiency – maximising its performance in changing times.

## KEY BENEFITS

- Understand the key challenges senior leaders face in leading more complex organisations
- Learn practical tools (including the Fair-Process Leadership approach) for helping teams make critical decisions
- Improve your ability to manage large, formal change management processes
- Examine power and influence dynamics in organisations, including effective network development
- Acquire skills for discerning the organisational culture you really have – not just the one you wish for – and how to shape that culture

## INSEAD PROGRAMME FACULTY



**Charles  
Galunic**

*Professor of Organisational Behaviour  
The Aviva Chaired Professor  
of Leadership and Responsibility*

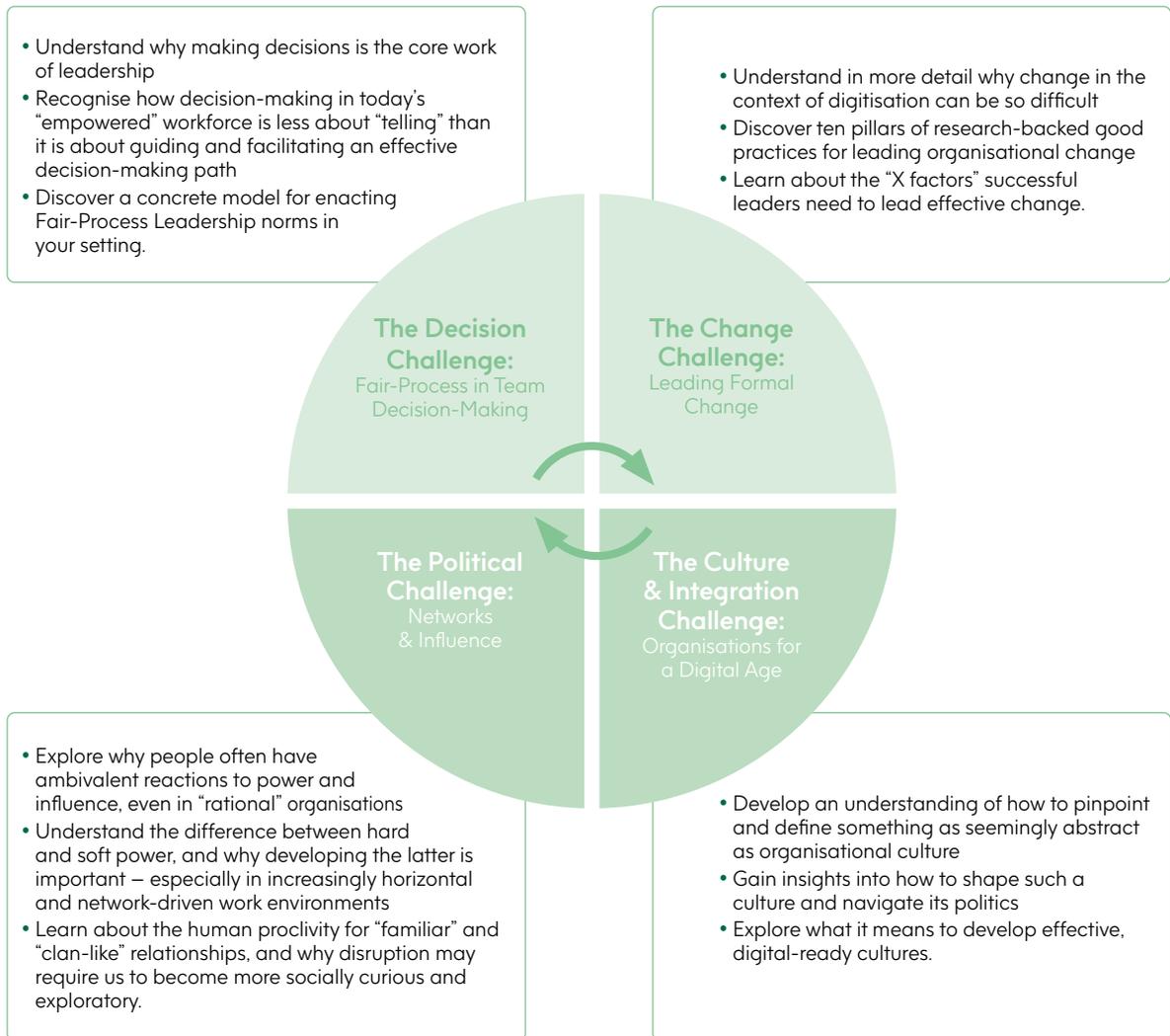


**José Luis  
Alvarez**

*Senior Affiliate Professor  
of Leadership and Organisational  
Behaviour*

## PROGRAMME CONTENT

The programme's content is delivered online over five weeks. It combines video lectures, real-life examples, discussions, quizzes and an Action Learning Project to bring the key concepts to life. The content is divided into four key topics and covers the more traditional 'above the surface' issues senior leaders typically face, as well as the less obvious 'below the surface' challenges that arise when leading an organisation.



# UNLEASHING POTENTIAL. LASTING IMPACT.

## EMBEDDING THE RIGHT CULTURE

For over 20 years Partners in Performance has been working side by side with our clients to deliver substantial, sustainable results, build their capabilities and embed a Continuous Improvement methodology.

This proven, pragmatic approach has been distilled into four critical components to deliver high performing, Continuous Improvement in an organisations.

The **Leading Continuous Improvement** programme will provide a set of tools to build alignment and ownership around a shared outcome within your organisation, create the demand for improvement, and establish an 'implementation machine' that continually generates, prioritises and implements improvement ideas.

## KEY BENEFITS

- Develop skills to identify key improvement levers and learn how to generate, prioritise and deliver sustainable improvement ideas by applying a formal 'ideas management' process
- Learn a practical Wiring framework to create the demand and commitment for improvement across your organisation

## PARTNERS IN PERFORMANCE CONTINUOUS IMPROVEMENT PRACTITIONERS



**Kate Mein**

*Consultant*



**Rebecca North**

*Consultant*



**Christine Janse  
van Rensburg**

*Consultant*



**Tom Algje**

*Consultant*



**Timi Adelaja**

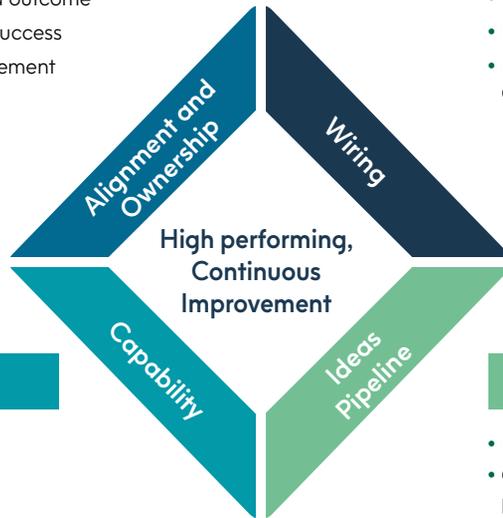
*Consultant*

## Alignment and Ownership

- Create a shared view of desired outcome
- Agree plan, passionate about success
- Build ownership through engagement

## Wiring

- Define the way things are done
- Make performance transparent
- Promote a high-performing, Continuous Improvement culture



## Capability to Deliver

- Apply adult learning principles:
  - relevant
  - classroom and on the job
- Coach to succeed

## Continuous Ideas Pipeline

- Driven by the line
- Continuous generation and prioritisation of ideas:
  - prioritised
  - delivered
  - sustained

# ACTION LEARNING PROJECT (ALP)

These guided 'real-world assignments' are a core element of INSEAD Online programmes, designed to increase business impact, and to enable you to take newly acquired skills and apply them within the context of your actual job and organisation.

Each online programme centres around a specific Action Learning Project related to the learning objectives of that programme, allowing you to test ideas in a risk-free environment, then devise a realistic strategic plan that can be executed once you return to work.

For the Leading Continuous Improvement programme your ALP will be a high priority idea from your Ideas Pipeline.

## **There are three phases to the ALP process:**

First, you will agree on the scope of your ALP, ideally with your line manager, to make sure it aligns with the learning objectives of the programme and culminates in a concrete end goal.

Second, in each of the content weeks, you will apply the tools and concepts from that week to your ALP.

Third, at the end of the content weeks, you will synthesise elements from your weekly submissions to propose concrete strategic recommendations for your idea, and submit them for peer review.

In the final week of the programme, the peer review will take place, where every participant will review 4 other submissions and provide peer feedback.



# YOUR WEEKLY LEARNING JOURNEY

Our online programmes combine a number of learning elements to create a balanced blend of learning, interactions and application in the learning journey for participants.

The programme content is delivered over 12 to 14 consecutive weeks, followed by 3 weeks to complete the final assignment. Each week of content follows a very clear path to facilitate learning in parallel with busy work schedules.

The platform allows participants to learn at **their own pace** during each week, by viewing the content, completing assignments and engaging in discussions. The participants earn points as they go, with a 'leader-board' featuring the most engaged participants each week.

Every week, participants will have the opportunity to post questions for INSEAD and Partners in Performance faculty, who will then respond through "just-in-time" videos and live calls.

On average, the programme takes **3–4 hours per week\***.



# ONE WEEK: ~3-4 HOURS IN TOTAL\*

 <p><b>Video lectures: course fundamentals</b></p>	 <p><b>Discussion Forums</b></p>	 <p><b>Cases &amp; Exercises</b></p>	 <p><b>Action Learning Projects (ALP) for individuals or for teams</b></p>
 <p><b>Videos lectures: examples from various industries</b></p>	 <p><b>Readings</b></p>	 <p><b>Quizzes</b></p>	
<p><b>1 hour</b></p>	<p><b>~1 hour</b></p>	<p><b>1-2 hours</b></p>	

\*Working on the Action Learning Project (ALP) may require up to two additional hours/week.

# FAQs

## HOW DO I APPLY AND WHAT ARE THE ENTRY REQUIREMENTS?

Clients that meet the entry criteria will be eligible to nominate up to 10 participants for the next course.

### Client entry criteria

- Working with Partners in Performance on a full Continuous Improvement engagement (> 3 months)
- Full on-site CI training has been completed
- Active Ideas Pipeline

### Participant entry criteria

- Improvement specialist or line management role
- Completed full onsite CI training
- Action learning project signed off by manager

## HOW MUCH TIME SHOULD I EXPECT TO DEDICATE TO THE PROGRAMME EVERY WEEK?

The programme should take approximately 3-4 hours each week with one hour of content, one hour of activities and 1-2 hours applying the new frameworks and tools to your action learning project.

## **WHAT IS THE WEEKLY LEARNING RHYTHM DURING THE PROGRAMME? DO I NEED TO BE ONLINE AT SPECIFIC TIMES DURING THE PROGRAMME, OR CAN I LEARN AHEAD OF THE REST OF THE CLASS?**

The programme is designed in a manner to encourage the whole class to learn together, moving at a certain pace from week to week, while providing enough flexibility within each week for the participants to review the content at their own convenience. While a week is open, you can login any time at your convenience and review the weekly content at your own pace, as the learning design is asynchronous.

The content for a given week will open on the Friday prior to that week and you will have 17 days to complete the content and be awarded full points. After 17 days you are still able to complete the content but only half of the points will be awarded. There will be some opportunities during the course to participate in live Q&A sessions; these will be recorded and posted for those unable to attend the live calls.

## **WILL I HAVE AN OPPORTUNITY TO INTERACT WITH THE INSEAD AND PARTNERS IN PERFORMANCE FACULTY?**

Yes, of course. On an INSEAD or Partners in Performance programme you never learn alone. To bring this notion alive in the online setting, we have built a learning community comprising of the participants and the faculty from both INSEAD and Partners in Performance.

You can log a question on the faculty board for any content week and the response will be provided through a Q&A video and/or a live Q&A call.

## **WILL I BE ABLE TO INTERACT WITH OTHER PARTICIPANTS?**

Yes, of course. The learning experience is designed to encourage interaction. Participants are able to interact with each other through group exercises and discussion forums, interspersed throughout the programme.

## **WHAT ARE THE LEARNING REQUIREMENTS IN ORDER TO SUCCESSFULLY COMPLETE THE PROGRAMME?**

Our online programmes, like our face-to-face programmes, follow a rigorous learning process. Participants are expected to fulfil a certain minimum criteria to earn the certificate of completion.

## **WHAT DO I RECEIVE UPON COMPLETION OF THE PROGRAMME?**

Upon successfully completing all the programme requirements in time, you will receive an professional Certificate of Completion from INSEAD and Partners In Performance, which you can share with your network on LinkedIn.

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