



# Leading within a Group



In association with:

**imi.ie**

Shaping and Inspiring  
Business Leaders



WILSON SLOAN

# Overview

## What is the Leading within a Group Programme?

The Invest NI Leading within a Group Programme focuses on developing strategic leadership capabilities for Northern Ireland site leads or senior executives of internationally owned companies to enable them to craft a value-adding, future-focused subsidiary strategy. The programme recognises the specific challenges faced by leaders operating within a wider group structure and seeks to transform both their effectiveness at site level and influence and impact at an international level, to grow the Northern Ireland business.

The programme offers a blended approach to leadership development, with three key programme elements: 1:1 executive coaching from a team of highly experienced coaches; world-class executive education bringing you the latest leadership thinking from experts and guest speakers; and facilitated peer networks with leaders facing the same challenges as you, providing advice, support and an opportunity to build your own peer network.



## Who is the programme for?

The programme is for the Site Lead/Senior Executive of businesses located in Northern Ireland with a parent company based elsewhere who has:

- Ownership of the strategic direction of the Northern Ireland site.
- Ambition to grow and improve company performance.
- Ability to commit time and resources to the programme.

The programme is open to companies that are currently customers of Invest NI

## Programme Objectives

As a participant on **Leading within a Group**, you will:



Learn from and network with peers in other multinational organisations and industries.



Gain deep insight into the behaviours of company leadership within the complexities of a wider Group structure, and a clear understanding of the impact of your own personal attributes as a leader.



Explore case studies and success stories.



Glean insights on how to develop and strengthen your strategic muscle from leading experts in the field.



Enhance readiness to embrace new opportunities and deal with both sudden and ongoing disruption.



Influence the evolution of your organisation by crafting your own value-adding strategic blueprint based on your vision for the subsidiary.



Test your strategic blueprint with an experienced executive coach.

# Testimonials

//I couldn't recommend the LWG programme highly enough. The expertly delivered leadership content, combined with 1:1 coaching and peer group support, is unparalleled. This experience has led to measurable and sustained improvements in my leadership capabilities, resulting in better outcomes for my company and, most importantly, our people.//

**Mark O'Connell** – EVERQUOTE NI Limited



//The LWG course uses an excellent blend of peer learning & sharing of experiences, with classroom theory delivered in an informal method by subject matter experts. The course identified important focus areas that will help me transition more into strategic leadership, supporting the Maydown plant journey of Operational Excellence, while delivering against corporate expectations.//

**Sean Godfrey** – DU PONT



//The Leading within a Group programme is a terrific way to help focus your mind on areas which will help you and your business move forward. Guest speakers brought the executive education to life with passion and real-world examples of achieving success thus making it relatable.//

**Andrew Connolly** – CME Group



Hear how the Leading within a Group Programme helped BazaarVoice with influencing and communicating into the wider corporate entity.

# Programme Journey



## LAUNCH EVENT

MASTERCLASS:  
Leading Management Thinker

### RESIDENTIAL MODULE 1

DAY 1

**Strategic  
Subsidiary  
Leadership**

DAY 2

**Articulate  
your Value  
Proposition**

### RESIDENTIAL MODULE 2

DAY 1

**Develop  
your Talent  
Strategy**

DAY 2

**Strengthen  
your  
Stakeholder  
Network**



## ROAD TEST YOUR PLAN

PRESENT YOUR PLAN: Test your growth  
action plan in a confidential setting



## SUMMIT EVENT

### Each module includes:

- Thought-leadership material
- Experience sharing by seasoned subsidiary leaders
- Peer group work on applicability of learnings
- Networking dinner

### Between modules:

- Reflections on module learnings & outputs
- Personal leadership and growth action plan development
- 1:1 executive coaching
- Peer network





# Programme Journey

## RESIDENTIAL MODULE 1

### DAY 1

#### Strategic Subsidiary Leadership

- Build a shared understanding of the meaning of strategic leadership in the subsidiary context and the mindset, behaviours and capabilities required of a senior leadership role holder.
- Group debrief of business diagnostic / psychometric evaluations.
- Discuss the ambidextrous nature of strategic leadership — balancing responsibility for ‘foresight’ (framing emerging trends and disruptors) and business building with mandated BAU responsibilities.
- Understand, specifically in reference to subsidiary leadership, own leadership style, personal impact and executive presence.
- Understand optimal techniques for building inclusive high performing teams and building social capital at an enterprise and Group level.

### DAY 2

#### Articulate your Value Proposition

- Examine the ‘mechanics’ of a subsidiary’s remit – how corporate strategy, vision, purpose etc. is developed and cascaded in a subsidiary context.
- Explore a framework for understanding the evolution of subsidiary strategy.
- Explore the options for own business growth, moving from a divergent set of strategic options to a convergent action plan focusing on 1 — 2 options.
- Craft a unique value proposition.
- Consider how to articulate and position your subsidiary story and growth action plan internally and externally.

## RESIDENTIAL MODULE 2

### DAY 1

#### Develop your Talent Strategy

- Understand the key strategic skills and capabilities (specifically talent) needed to ‘execute’ on growth or innovation opportunities.
- Distinguish your subsidiary by becoming an incubator and developer of talent that brings value to Group.
- Identify critical future capabilities to capitalise on emerging growth opportunities.
- Recruit, onboard and manage talent in a virtual world.

### DAY 2

#### Strengthen your Stakeholder Network

- Identify the key stakeholders for the chosen growth or innovation initiative.
- Implement an ongoing stakeholder management system across multiple dimensions using tools and processes.
- Map your local and global ecosystem and stakeholders and develop an engagement plan.
- Learn how to manage and strategically influence stakeholders in a matrix, multicultural context.
- Prepare to articulate your growth action plan at the Summit event.





# Programme Team

## Paul Lyons Programme Director

Paul Lyons is a seasoned senior executive who has worked extensively in the Information Technology sector. His experience includes the management of significant FDI start-up projects into Ireland, Account Director for large clients in Ireland and the UK, and executive with responsibility for an FDI Global Services Business Unit. He holds a Masters in Management from the IMI, focusing on subsidiary strategy within multinational corporations. He also holds a PhD from Trinity Business School.



## Nina Noonan

Nina Noonan has been working with multinational organisations across the public and private sectors in Ireland and Europe for the past 23 years. Her experience incorporates working both internally and in a consulting role, supporting the development of management and leadership capabilities to deliver strategic organisational results. A highly experienced senior faculty member at IMI holding qualifications in HRM and economics, Nina's research areas include interpersonal communication, stakeholder engagement and management, and leadership and communication across cultures.



## John Fahy

An award-winning international researcher and teacher, John Fahy is Professor of Marketing at the University of Limerick and Adjunct Professor of Marketing at the University of Adelaide. He has a distinguished track record in the fields of marketing and business strategy and is particularly known for his work in the area of marketing resources and capabilities. Other current research interests include customer value, evolutionary perspectives on marketing, and strategic decision making.



## Jon Ingham

Jon Ingham is a people and organisation strategist, who has written articles, book chapters and books on the future of work and of HR, including "Building Better HR Departments" (with Dave Ulrich, 2016) and "The Social Organization" (2017). Jon previously worked as an IT consultant and an international HR director. He has also frequently been recognised as a leading influencer in HR and is one of Human Resource Executive's Top 100 Global HR Tech Influencers.



## Kevin Empey Masterclass Speaker

Kevin Empey is the founder and Managing Director of WorkMatters, an international consulting firm focused on organisational agility and helping business and HR leaders and their employees succeed in the changing world of work. He is the award-winning author of Thrive in the Future of Work, and a regular contributor to international HR and business publications on future of work trends and their implications for organisations and people. A former Partner and Director of Willis Towers Watson, Kevin was named on the HR Most Influential Thinkers list in 2022.



# Programme Team

## Paula Wilson Coaching Programme Director, Executive and Team Coach

An accredited executive coach, leadership team coach, board facilitator, leadership development facilitator, Programme Director, founder & MD, board member, accredited Coach Supervisor, Fellow CIPD, psychometrician. Paula has 20+ years experience in successfully coaching CEOs and Executive Teams from a wide range of sectors in UK and across FDIs and global matrices, igniting leadership development which enables strategic organisational growth. Through support, challenge, best practice insights and business experience her aim is to enable growth and success systemically – at an individual, interpersonal, team, organisational and economic level. She is experienced in designing and delivering impactful Coaching and Leadership development programmes (eg International Growth with Cambridge University Judge Business School, Invest NI Leadership Team Programme, Leader Programme and Leading within a Group Programme since inception). She also designs and leads on a multitude of Wilson Sloan Leadership Development Coaching programmes for FDIs and fast growth organisations locally and globally.



## Ricky Drain Executive and Leadership Team Coach

A qualified executive coach with a background encompassing a law degree, chartered accountancy, global sales, and finance before moving into executive coaching. Ricky brings a commercial approach, insight and experience to fast growth, start up and FDI clients. As an accountant he has a real depth of understanding of business. He has significant experience working in industry at a senior level with an international manufacturing company developing the global dealer network, and as director and shareholder of the main dealership for a high value international brand. Ricky has supported leaders in global organisations as they transition from a local platform into a global presence, facilitating their thinking to overcome challenges as they step up into a global role. Ricky has been a coach on the Leading within a Group programme, business coach on the Leadership Team Programme and on corporate in house leadership programmes for MDs and site leads working across a matrix.



## Fionnuala McIntyre Executive and Leadership Team Coach

An experienced and accredited master executive coach, team coach and facilitator, Fionnuala has worked extensively with leaders of SMEs, PLCs and FDI clients to achieve ambitious strategic, cultural and personal leadership goals. She has extensive leadership and consultancy experience in her former career with Sainsburys plc and PwC. She takes a partnership approach to shift performance individually, as a team and collectively as an organisation, focusing on cultural change and strategic growth. She has facilitated executive leadership development programmes internationally in varying sectors. A Fellow of the Chartered Institute of Personnel and Development and a practitioner of psychometric tools, Fionnuala has been a key Wilson Sloan team member since 2011 and a coach on the Leading within a Group programme since its inception in 2019. She is also a business coach on the Leadership Team Programme and on corporate in house senior leadership coaching programmes.



## Laura Brown Executive and Leadership Team Coach

Laura has engaged extensively with CEOs and senior teams within private sector organisations including SMEs, FDIs and international organisations. She has supported clients during periods of rapid growth, focusing on enabling leadership effectiveness, team development, cultural change and group level reporting to deliver the strategic objectives which will achieve growth. An accredited executive coach and experienced group facilitator. Laura works collaboratively with clients and aims to make a difference for people in organisations, through being trustworthy and transparent. She has facilitated multiple executive level leadership development programmes across diverse sectors including construction, engineering, aerospace, industrial services, electronics, digital, software, food manufacturing, renewables, finance and professional services. Prior to her role as an Executive Coach she held senior positions in organisations, completing an MBA in 2007. She is a certified practitioner in RocheMartin 360, a psychometric testing accreditation in Emotional Intelligence measurement for leaders.





# Key Information

## Programme Structure

Participating organisations will also receive 1-1 coaching over the 7-month duration of the programme.

EVENT	
Launch	(FULL DAY, INVEST NI HQ)
Residential Module 1	
Day 1 – Subsidiary Strategy Leadership	(FULL DAY IN PERSON)
Day 2 – Articulate your Value Proposition	(FULL DAY IN PERSON)
Residential Module 2	
Day 1 – Develop your Talent Strategy	(FULL DAY IN PERSON)
Day 2 – Strengthen your Stakeholder Network	(FULL DAY IN PERSON)
Road Test your Plan	(90 minute session)
Finale	(FULL DAY)

## Next Steps

For information on dates and the application process please contact:  
Laurence Upton E: [laurence.upton@investni.com](mailto:laurence.upton@investni.com)

Please note that participation on this programme is subject to a competitive process and places are limited.

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