

# Insurance Ireland Accelerated Leadership Programme 20/21



IFS Skillnet is co-funded by Skillnet Ireland and member companies. Skillnet Ireland is funded from the National Training Fund through the Department of Education and Skills.



An Roinn Oideachais agus Scileanna  
Department of Education and Skills





## Insurance Ireland launches the Accelerated Leadership Programme in association with ACE at UCC, IFS Skillnet and PDI.

Leadership is a highly sought-after commodity in today's ever-changing environment, more so now than ever as we enter a very different normal. Leadership is a constant differentiator regardless of environment, assisting organisations to break away from the ordinary in order to build the extraordinary. At this unprecedented time, leaders need to move from response to recovery to reformation of their roles and organisations, with pace and agility to sustain differentiation.

As part of our Membership Services offering, Insurance Ireland have collaborated with Adult Continuing Education (ACE) at UCC, IFS Skillnet and PDI to offer the II Accelerated Leadership Programme (IIALP). This programme fulfils part of our IFS2025 remit to build leadership, succession, and diversity of talent within the industry.

This programme is best in class because it offers:

- Recognition of previous workplace learning.
- A combination of academic, professional, and personal development through role specific development.
- Support for learning, enhancement of skills and professional development aligned to Insurance Industry competencies and Organisation Development Frameworks.
- Flexible modes of delivery (ILT, Feedback, Coaching, Presentations, Action Learning Set, Leadership in Practice Projects, and Masterclasses)
- Action based learning aligned to delivering assignments relevant to Insurance Ireland membership.
- High standards of education and learning in line with best practice.
- Projects and on job learning activities leading to a Level 8 Higher Diploma in Leadership Development; and
- Blended delivery to meet the challenges of a post Covid 19 world in virtual classrooms, when needed.

The IIALP 18-month programme is designed to enhance participants' leadership capability through custom designed industry specific modules specifically applicable to day to day challenges. It spans a range of leadership techniques including people and talent management, managing change, customer relationship management, strategic thinking, and transformation management, as they relate to Insurance and the Digital Economy.

Change has been sudden and radical for the industry, indeed the world. This programme is designed to build leadership capability at a time when it is more important than ever. A leader's ability to filter and focus is never more prescient than now. It is designed to equip your leaders/potential leaders with the necessary capabilities to adapt and achieve in an uncertain and ever-changing environment.

**Moyagh Murdock**  
CEO, Insurance Ireland

# Accelerated Leadership Pathway

Through the construct of the **IIALP**, participants are encouraged to access resources and learning opportunities to target knowledge, experiences, and/or skills. They will have opportunities to apply new knowledge in a “real world” and “virtual world” context and maximise the transfer of knowledge and skills to the work environment, both physical and virtual.

## In the work environment in 2020/21, post Covid 19, the challenges facing your leaders are:



**Building Awareness of Personal Leadership**



**Managing Vision and Complexity**



**Managing Stakeholders**



**Diversity & Inclusion**



**Leading and Inspiring a Team**



**Being Agile in Transformational Change**



**The War for Talent**



**Digitisation and Customer Experience**

## And in the age of Digitisation and Post Covid 19, the leadership attributes you need from your leaders are:

**Confidence, Optimism, Positive Attitude**

**Innovation, Creativity and Entrepreneurial Spirit**

**To be Collaborative, Relationship Focused and Customer Centric**

**Empathy and Inclusivity**

**Ability to Delegate, Communicate and Motivate**

**Learning and Change Agility**

**To Inspire and Develop Talent**

**To be Digital and Tech Savvy**



**IN AN ENVIRONMENT WHERE TECHNOLOGIES, VIRTUAL WORKING AND REGULATORY COMPLIANCE REQUIREMENTS CONTINUALLY EVOLVE, COMPETITIVE SUCCESS IN THE INSURANCE INDUSTRY DEPENDS ON INNOVATION, AGILITY AND AN ABILITY TO BE RESPONSIVE TO CUSTOMER, INVESTOR AND EMPLOYEE DEMANDS.**

### **What does the programme deliver to our membership?**

The programme is a capability building programme and rewards the investment made by both individual participants and participating organisation. The programme team work closely with participants to ensure the benefits of the programme are extended to both the individual and organisation, through workshops, coaching, action learning (peer) and leadership in practice projects.

Through targeted competency development aligned to learning, organisations can increase their talent pool and leadership potential, thereby building capability to meet future challenges. In addition, the programme operates at both a formal and informal level which encourages participants to develop networks in order to facilitate collaboration across their organisation.

The programme provides individual participants with the opportunity to pursue further personal and professional development, which is goal and work oriented, problem centred and involves real world practice. This requires personal reflection on the outcomes and feedback from others (including colleagues and managers).

In a post Covid 19 world, the programme has been adapted to meet the needs of an agile and virtual world. Parts of each module will be delivered virtually. 'Leading Disruption' module is delivered completely through a virtual platform, equipping our members with the broader skills of leading in a virtual world.

### **Who is this course aimed at?**

The programme is targeted at individuals in a leadership role who wish to develop knowledge, skills and behaviours that will assist in developing or enhancing leadership and management capability, either wholly or as part of their role at a personal, interpersonal or organisational perspective. It will be delivered as an open programme, but it can also be customised to be delivered in house as a one company-based programme.

*During my time in Allianz Care, the UCC/PDI Higher Diploma in Leadership was a key component in delivering our leadership pipeline during transformation and sustained growth in the company. Now, in a world of change, PDI are the ideal partner to help the Insurance Industry build a new generation of agile leaders with the leadership qualities and skills to fill leadership gaps post Covid 19. As the demographic composition of our markets shift, the insurance industry will need to make a number of changes to remain relevant and continue to meet the needs of our consumers. With leadership qualities that allow us to connect, adapt, and deliver, agile leaders are uniquely positioned to guide insurance companies through an increasingly disruptive and changing world. Hence, the need for us to focus on our leadership capacity as we come out of Covid 19.*

**Claire Cusack, Director of Human Resources Allianz Care and EMEA for Allianz Partners, 2000 - 2019, & Insurance Ireland Council Member 2015-2019**

## **Programme Features**

The IIALP uses several blended learning options, providing solutions which combine formal and informal learning opportunities in order to build more sustainable development models.

### **Customisable Blended Learning Solutions include:**

#### **Flexible Modes of Delivery**

Designed to incorporate a broad range of learning process, to include lectures, workshops, case studies, masterclasses, coaching and mentoring.

#### **Focus on Work Based Learning**

Incorporates recognition of previous workplace learning, work based continuous assessment, on job learning activities (action learning sets and leadership in practice).

#### **Customised Programme Content**

Customised to the specific needs and culture of the individual organisations and specific to the organisation's competencies.

#### **Independent Study**

Facilitates self-directed study, online learning and independent research.

#### **Balanced Development and Assessment Methods**

Include personal development planning, work based and individual projects, individual and group presentations, strategy exercises, article and case study review, reflective learning and Leadership in Practice Projects.

#### **Psychometrics & Feedback**

Incorporates the use of the Roche Martin ECR & ECR 360 and Korn Ferry Dimensions and each participant will receive a feedback session prior to the programme commencing.

#### **Executive Coaching**

Each participant will receive six coaching sessions during the programme running concurrently with the modules and will incorporate personal and professional development aligned to the course content and reflective learning. All profiling and balanced development initiatives will be integrated into the coaching.

#### **Masterclasses**

Aligned to each module, a masterclass from an industry professional, thought leader or academia will provide valuable insights from their expertise and knowledge to the learning outcomes of each module.

#### **Level 8 Qualification**

On completion of the IIALP each participant will receive a Level 8 Higher Diploma in Leadership Development from University College Cork.

# IIALP JOURNEY

The IIALP uses several blended learning options, providing solutions which combine formal and informal learning opportunities in order to build more sustainable development models. This will incorporate personal, interpersonal and organisation perspectives aligned to self-leadership, leadership effectiveness, strategic process, transformational leadership, customer experience management and leading talent. This journey will be connected to leadership challenges relevant to the insurance industry and will be integrated to the appropriate attributes to enhance leadership capability in the world we will operate and compete in post Covid 19.

## My Leadership Journey : Ongoing

**Theme: Personal and Organisation Development**

**Leadership Challenges:**  
Personal Leadership, Diversity & Inclusion.

**Leadership Attributes:**  
Confident, Optimistic, Positive Attitude, Empathetic and Inclusive, Learning and Change Agility.

Over the duration of the programme map your journey through feedback, coaching, peer learning, and action learning projects. Identify, specify and plan the personal leadership journey.

**Delivery:**  
Alignment of Personal Development Planning with Coaching, face to face and virtually. Balanced Development using Action Learning Sets, Reflective Logs and Leadership in Practice Projects.

## My Leadership Effectiveness : 3 Days

**Theme: Leadership and Management**

**Leadership Challenges:**  
Leading and Inspiring a Team.

**Leadership Attributes:**  
Delegate, Communicate and Motivate.

Explore leadership and management through contemporary models and current thinking with the objective of enhancing leadership effectiveness, leading, and inspiring the team to greater effectiveness.

**Delivery:**  
Split between classroom and virtual learning, incorporating a Masterclass in Emotional Intelligence, in addition to the use of Digital Simulations.

## Leading My Organisation : 3 Days

**Theme: Strategic Management**

**Leadership Challenges:**  
Managing Vision and Complexity

**Leadership Attributes:**  
Agile, Innovative, Creative and Entrepreneurial.

Explore the components of strategic development and implementation within the context of organisational strategy, while aligning with culture and values in an agile and innovative world.

**Delivery:**  
Split between classroom and virtual learning, incorporating a Masterclass in becoming an Internal Organisational Strategist.



The Leadership Diploma with UCC and PDI has allowed us to connect our leadership teams located in various offices globally. The course is very well designed with a nice balance of academic leadership content with very practical business focused outcomes. This has allowed our talented leaders to build strong networks throughout the business which facilitates exceptional customer outcomes.



*COO in Insurance Ireland member company*



# IIALP JOURNEY

## Leading Disruption : 3 Days

### Theme: Digitisation & Transformation

**Leadership Challenges:**  
Learning and Change Agility, Digitisation and Customer Experience.

**Leadership Attributes:**  
Digital and Tech Savvy, Agile, Innovative, Creative and Entrepreneurial.

In a Digital world, explore where disruptions come from, how they start, when they will hit. Explore how champions can minimise the damage they will do and how disruptors can use that damage to its fullest advantage.

**Delivery:**  
Delivered 100% virtually using technology accelerators in Digitisation, Innovation and Change.

## Leading My Customer : 3 Days

### Theme: Customer Experience Management

**Leadership Challenges:**  
Managing Stakeholders, Digitisation and Customer Experience.

**Leadership Attributes:**  
Collaborative, Relationship Focused and Customer Centric.

Explore the digital age customer experience management and develop the knowledge and skills to understand need, wants and expectancy in a customer centric world.

**Delivery:**  
Split between classroom and virtual learning, incorporating a Masterclass in Customer Experience (CX) and Digital in a changing Customer Landscape.

## Leading My Team : 3 Days

### Theme: Talent Management

**Leadership Challenges:**  
War for Talent.

**Leadership Attributes:**  
Inspire and Develop Talent.

In the war for talent explore what is required to build capacity and capability in organisations and teams, with a focus on employee attraction, development, engagement and retention.

**Delivery:**  
Split between classroom and virtual learning, incorporating a Masterclass in Talent Management in a Digital World.

“ I really enjoyed the breadth of topics that were covered in the Programme and have continued to reference the content in various roles across different companies.”

“I found the availability of one to one coaching hugely beneficial, particularly in the interpretation of the 360-degree feedback and helping me reflect on and plan my own development based on my increased insights. ”

“ I would recommend the programme to anyone looking to learn beyond their personal experience of leadership and gain a formal qualification whilst doing so. ”



The UCC/PDI Leadership Programme was a fundamental course during my career in exploring further insights into leadership excellence, strategic development, client service excellence and talent management. The course directors and tutors are from business backgrounds and very much in touch with current business practices offering that vital link to realistic examples and alignment with Allianz business.



*Participant in Insurance Ireland member company*



# PROGRAMME FACULTY

Insurance Ireland in association with its partners will lead the programme delivering centres of expertise, with a panel of 16 professionals from industry, academia, and developmental disciplines. Faculty includes:

## **Tony O'Connor: Leadership Executive Coaching, Change Management & Strategy**

Tony is Managing Partner in PDI with 16 years' service in the Military and over 20 years' experience in Leadership Services, Executive Coaching and Talent Management across Europe and the Middle East in Insurance, Pharma, Software Development, and IT Services sectors. During the past 20 years, he has worked across both the indigenous and international insurance sector in Ireland and overseas, spending much of his time coaching senior leadership. In a consulting capacity, he leads and implements a fully integrated Organisation Development Process and being an accredited practitioner in LSI/CPQ, Hogan Assessments, Belbin Team Profiling, ECR and ECR 360, BarOn EQ-I, 360 Feedback Dimensions and Talent Q Dimensions, he aligns, integrates and designs development processes across 9 methods of learning in association with UCC and DUT.

## **Niall Saul: Leadership, Mentoring, Executive Coaching, Change Management & Strategy**

Niall has over 35 years' experience at senior executive / director / board level, driving leadership / Organisational Capability projects and initiatives across the globe. He has been involved in the design and leadership of major change/ organisational restructuring programmes in a wide range of companies across the full spectrum of business, from founder led scaling SMEs to large multinational entities in the Financial Services, Automotive, Retail, Luxury Branded Goods and Software/Technology sectors. He has lectured on the topic of designing and leading organisational change and strategic HR and Building Organisational Capability on Master's degree and Diploma programmes at DCU, UL, TCD, UCD, IMI, Syracuse University, The University of Colorado, and Rotterdam School of Management. Through his association with CLG, a US based consulting, coaching, change and performance management organisation, Niall has also worked in conjunction with the Business Schools at Duke and Stanford in the USA as a Leadership Coach on the EI sponsored Leadership4Growth programmes for CEOs and CFOs.

## **Cariona Neary: Customer Relationship, Management, Marketing & Branding**

Cariona has worked for over 25 years as a senior international marketer and coach, working for blue chip companies, semi-state bodies and SMEs in both Ireland and Germany. She is a specialist in services marketing and has worked with a wide range of organisations across key business areas from simple and effective business and marketing action plans, through to sales, service and team performance initiatives. Cariona is a Member of the IMI Associate Faculty for over 10 years where she delivers a wide range of executive education and consultancy programmes including Marketing for high potential growth companies. In addition to Marketing Strategy on the Henley MBA programme and two MA modules at DIT (Marketing Strategy, Developing High Performing Teams), she is currently writing programme materials in Digital Marketing for Henley for distribution to their global base of participants.

## **Karl O'Connor: HRM, Leadership, Executive Coaching, Talent Management**

Karl has worked for over 30 years as a senior HR Executive in Ulster Bank, Royal Bank of Scotland and First Active. He is a specialist in HRM, Leadership, Coaching and Talent Management and has deep sectoral and general business knowledge from a lengthy and distinguished career across a wide range of industry and financial services. Karl has delivered in DCU Business School, NUIM, UCC, IMI on a wide range of executive programmes, including HRM Executive Masters, Masters in Innovation & Entrepreneurship, MSC in Strategy. He is a Fellow of the Institute of

Banking and a national award winner for his leadership, coaching and continuous improvement programmes with the CIPD, the IITD and Chambers Ireland. He also lectures in two leadership programmes in UCC.

## **John Broderick: Emotional Intelligence**

John Broderick is a founding Director of Roche Martin Ltd, an Emotional Intelligence Leadership Development Company in Australia, Ireland and the UK and has also worked for several years in third level research and development. John is one of Ireland's leading Emotional Intelligence professionals and delivers a range of psychometric tools, the Emotional Capital Report (ECR) and ECR360, the MMPI-2, & NEO personality Inventory. Along with his Australian colleague and business partner, Dr Martyn Newman, he has spearheaded training in Emotional Intelligence, leadership and professional coaching in Ireland. He is a chartered member of the Psychological Society of Ireland and founder member of the Division of Counselling Psychology. He is also a member of the Coaching Psychology Group in PSI and the Irish branch of the Association for Coaching.

## **Michael Brennan: Leadership, Change Management, Strategy & Executive Coaching**

Michael has over 40 years' experience in leading, advising and consulting with government, commercial and semi state organisations. He has held CEO positions, coached leaders in a number of large organisations, delivering industry leading results in successive roles. Michael's experience has been achieved in the Consultancy, Media, Banking & Insurance industries. He is a specialist in Leadership, Strategy and Coaching and has deep sectoral and general business knowledge. Michael has recently completed a four-year contract with the Saudi Arabian Monetary Authority (SAMA), where he acted as Special Advisor to the Director General of Institute of Finance and to the Deputy Governor of SAMA. He is a qualified Executive Coach, a certified Business Excellence Assessor and an Accredited Belbin Team Profile Assessor and Trainer. He is also an accredited Craft Systems Personality Evaluator for Leadership and Communication. Mike has delivered Leadership Programmes in UCC and AIT.

## **Anne Fogarty: Virtual Learning Specialist**

Anne Fogarty has 20 years of experience working across learning platforms in the UK and Ireland in a range of public and private sector organizations. This includes 2 years as a management trainer at the BBC, 10 months as an interim learning and development partner at the Financial Ombudsman Service and 1 year at Which?. Prior to this she spent 4 years as a manager in Microsoft's European Operations centre. Anne has become a specialist in Virtual Learning and has been successfully designing, developing, and delivering virtual classrooms for organisations in a variety of sectors for several years, including Insurance. These include Brit Insurance, CS Healthcare, Allianz, Société Générale and Credit Agricole. In third level Anne has worked with University of the West of England, Kings University, University of London, University of Westminster, University of Derby, Roehampton University, London.

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## **Programme Thought Leaders and Collaborators:**

Lyndsey El Amoud (Assistant Director Programmes) ACE, UCC, Dr Natasha Dromey, (Adult Education Officer) ACE, UCC, Dr. Clíodhna McKenzie (Strategy and Culture), UCC, Claire Cusack (Transformational Leadership, D&I), Mary Drake, Zurich Insurance (2004/2018, Global Head of Assessments, Head of Talent), Colum O'Brien, Zurich Insurance (2012/2019, Global Head of IFA/Broker), Jay Chopra (Innovation/D&I), Martin Wallace (Digital Leadership), Stephen Naughton (Operations, Leadership and Executive Coaching).



# PARTNERS



Insurance Ireland is the representative organisation for the insurance sector in Ireland. Ireland is a thriving global hub for insurance, reinsurance and

insurtech. Ireland's insurance market is the sixth largest in the EU, and our Reinsurance market is the second largest. Our members represent around 95% of the companies operating in the Irish market, making Insurance Ireland a strong leadership voice for the sector. Insurance Ireland members are progressive, innovative, and inclusive, providing competitive and sustainable products and services to customers and businesses across the Life and Pensions, General, Health, and Reinsurance sectors in Ireland and across the globe. In Ireland, our members pay more than €13bn in claims annually and safeguard the financial future of customers through €112.3bn of life and pensions savings. Our members contribute €1.6bn annually to the Irish Exchequer and employ 28,000 people in high skilled careers. The role of Insurance Ireland is to advocate on behalf of our members with policymakers and regulators in Ireland, Europe and Internationally; to promote the value that our members create for individuals, the economy and society; and to help customers understand insurance products and services so that they can make informed choices. Insurance Ireland advocates for 135 member firms, serving 25m customers in Ireland and globally across 110 countries, delivering peace of mind to individuals, households, and businesses, and providing a firm foundation to the economic life of the country.



Adult Continuing Education (ACE) at University College Cork prides itself in its flexible approach to meeting the needs of adult learners. The range of part-time learning opportunities available is reflective of ACE's engagement with both community and business interests. ACE is highly committed to the provision of lifelong learning and to the further development of a coherent ladder of educational opportunity for those wishing to pursue both personal and professional development. ACE offers a range of part-time programmes for professionals to aid with their career progression and employability. ACE are also working closely with industry to develop bespoke programmes to address the training and learning needs of individual organisations.



PDI is an Organisation Development Consultancy with proven track record in a variety of industry sectors. Providing client companies with fully integrated interventions backed up by resource materials including

customised OD content, one to one consultancy, instructor led training and e solutions. PDI deliver specialist programmes across both the behavioural, knowledge and skills spectrum, primarily in the Organisation Development, Leadership Services, Talent Management and Executive Coaching.



IFS Skillnet is a national network of partner associations and companies operating in the international financial services industry in Ireland.

Its aim is to support the IFS sector in maintaining Ireland's position as a top international financial services centre, through ongoing investment in the development of the skills and expertise of this workforce. For further information on IFS Skillnet go to [www.ifskillnet.ie](http://www.ifskillnet.ie).

# PROGRAMME DETAILS

## Duration

The programme comprises of 15 teaching days in addition to Feedback, Coaching and Peer Work-Based Learning. Sessions will be delivered via a blend of classroom and virtual learning over 18 months in order to allow participants sufficient time to practice and develop relevant skills and behaviours. The scheduling and manner of programme delivery will always be cognisant of minimum disruption to work schedules, productivity, and associated cost implications for the organisation.

## Venue

The programme is delivered in Insurance Ireland, 5 Harbourmaster Place, IFSC, Dublin 1 and University College Cork (UCC), College Road, Cork.

## Accreditation

This programme is fully accredited by University College Cork. Upon successful completion, participants will be awarded a NFQ level 8 major award. Participants on this programme will be registered as part-time University College Cork students and can avail of a range of student supports.

## Cost

The fee for the IIALP is:

€6,790 for IFS Skillnet Member  
€9,700 for Non-IFS Skillnet Member

All fees must be paid directly to IFS Skillnet.

## What's next

Two open programmes will commence on 30th September and 14th October 2020. If you are interested, please contact Laura Farrell or Natalie Moran in Insurance Ireland.

## Contact

Contact Insurance Ireland on:

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Email: [laura.farrell@insuranceireland.eu](mailto:laura.farrell@insuranceireland.eu);  
Email: [Natalie.moran@insuranceireland.eu](mailto:Natalie.moran@insuranceireland.eu)

Contact [info@ifskillnet](mailto:info@ifskillnet) for information on IFS Skillnet and funding queries or:

Claire Madigan  
IFS Skillnet  
Tel: 01 6051546  
Email: [Claire.madigan@ibec.ie](mailto:Claire.madigan@ibec.ie)

I am extremely grateful for having had the opportunity to participate on the Higher Diploma for Leadership Programme with UCC and PDI. Not only did I gain better insights in my personal leadership style and how to develop this further, it has also broadened my knowledge and experience in strategy, transformation management, CRM and talent management, and it helped me building and maintaining relationships with my peers and senior management.

I travelled once a month from Brussels to Dublin for the modules, which really helped me build that connection further, and we had regular contact over the other weeks. The connection built with my peers throughout the Programme is still very much alive today, and we continue to share our experiences, doubts, challenges and ideas. The coaching sessions were both an eye opener and an enormous support and helped me become a stronger leader with a clear view on my strengths and capabilities.

Digital Transformation Manager