



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School

LEADERSHIP FIT FOR THE FUTURE OF WORK

FT EXECUTIVE
EDUCATION
2025 RANKING

1 IN IRELAND
FOR OPEN ENROLMENT

47 GLOBALLY
FOR OPEN ENROLMENT

56 GLOBALLY
FOR CUSTOM PROGRAMMES

LEADERSHIP FIT FOR FUTURE OF WORK

WHO IS IT FOR?

This programme is designed for managers and executives across industries who are committed to evolving their leadership approach and are eager to meet the demands of the future head on. Ideal candidates are leaders ready to challenge conventional thinking and develop new capabilities, mindsets and practices to drive ethical, human-centred impact in their organisations. Participants should be in a leadership role for a minimum of 5 years with experience leading complex organisational change, transformation, and projects.

COURSE STRUCTURE

The programme is delivered over six months to ensure that you have time to practice new methods, embed mindsets, and experiment with new practices. Programme delivery consists of a number of highly dynamic and interactive learning and teaching methods including webinars, podcasts, case studies, real-life challenges and peer learning.

The programme includes two separate in-person workshops. These present opportunities for application of the learning to real organisational challenges, working collaboratively with your peers to challenge each other and co-create breakthrough solutions. During these workshops participants have the opportunity to work together on real world challenges.

Live virtual webinars are another key component of the programme featuring a combination of theory and interactive group breakout discussions and bespoke podcasts will be made accessible for self-paced learning in between the in-person and live virtual elements. To reinforce and embed the learning participants will receive a weekly learning nudge by email with bitesize learning including quizzes, video content and articles.

Over the course of the programme participants will experience:

- 2 x 2 day in-person workshops
- 3 x 30 min podcasts
- 3 x 2-hour live webinars
- Pre and post work for each session
- Weekly learning nudges

LEARNING JOURNEY



CONTENT OVERVIEW AND COURSE OBJECTIVES

This evidence-based programme combines innovative theory with practical, real-world applications, challenging outdated leadership models in favour of a more **human, ethical, and collaborative approach**.

Introduction to Fow and Leadership Model

- Explore the impact of industry 4.0 and 5.0, skills-based talent management, hybrid and flexible working and the renewed focus on sustainability, diversity and wellness
- Learn what effective leadership looks like in this context and how to develop sustainable mindsets and practices to become future fit

Sense Making and Contextual Intelligence

- The ability to diagnose context is a leadership skill that transcends specific roles or environments
- Learn how to develop the right contextual map to navigate the organisation through strategic alignment and renewal

Personal Agility

- Almost half of the time we operate on “automatic pilot” or unconscious of what we are doing or how we feel, as our mind wanders to somewhere else other than here and now. In addition to the constant mind-wandering, the various cognitive biases and beliefs also affect our ability to have an accurate understanding of ourselves
- Learn the human superpowers of personal agility including growth mindset and curiosity, self-awareness, grit, emotional agility and focus to thrive in complexity and uncertainty

Ethical and Moral Maturity

- Learn how ethical reasoning and moral maturity build trust
- Learn frameworks that help with ethical and moral dilemmas you are likely to face in the future of work

Leader Identity and Comfort with Complexity and Ambiguity

- Learn how to evolve your ego and move from expert and achiever to strategist, from knower to learner
- Learn how to solve more complex, wicked and systems challenges that require you to use collaborative systems thinking, generative change and human-centred design

Collaborative Leadership

- Learn how to network and build the right relationships and how to become deliberately collaborative
- Learn how to structure your organisation for successful collaboration and more flexible resourcing

KEY BENEFITS

At the end of the six months, participants will have acquired new insights, tools and mindsets. They will embody a new kind of leadership, one which is poised to make a lasting impact on their teams, their organisations, and the world at large.

- Develop the ability to be aware of, make sense of and act upon the continually changing context and behave in a contextually intelligent manner using hindsight, insight, and foresight
- Develop the mindsets and practices of personal agility and curiosity including growth mindset, self-awareness, emotional agility, grit, and focus
- Develop depth and consistency of moral judgements and advanced abilities to navigate ethical dilemmas
- Understand how you make meaning and how that shapes who you are as a leader to evolve your leader identity for a more complex world
- Learn how to break down silos and build networks, partnerships and ecosystems to get work done
- Understand critical new skills and knowledge needed as a leader in a world of AI, digital, wicked problems and agile, human-centred design methods

At the end of the six months, participants will not only have acquired practical tools and insights—they will embody a new kind of leadership that is poised to make a lasting impact on their teams, their organisations, and the world at large.

“Leadership is a journey not a destination. The journey is both an inner and an outer journey. It is full of ups and downs. There is no endpoint. It is a lifelong commitment and choice. You are always learning and evolving. Every context and disruption you lead in needs careful consideration.”

Dr. Marianne Roux

APPLICATION INFORMATION

ADMISSIONS CRITERIA

Participants should be in a leadership role for a minimum of 5 years with experience leading complex organisational change, transformation, and projects. All candidates must apply to ensure a qualified, executive-level cohort experience. This course is delivered virtually and in-person where you will engage with faculty and peers in an interactive, high-impact environment. Participants are typically divided into small breakout groups designed to foster a high level of trust between participants and faculty, thereby creating a powerful and enriching learning environment.

TUITION FEES

The fee of €4,500 or €4,050 (UCD Business Alumni Rate) is a comprehensive cost that includes your tuition, all course related materials as well as refreshments and meals during the residentials. Please note that fees must be paid in advance to secure a place. No VAT is charged.

APPLICATION PROCEDURE

A completed application form and digital photograph are required. To apply for any of our short courses please email exec.dev@ucd.ie or contact a member of our team on +353 1 716 8889.

CERTIFICATE OF COMPLETION*

This course provides participants with a hard and soft copy of their "Certificate of Completion in Leadership Fit for the Future of Work" awarded by UCD Smurfit Executive Development.

* Non accredited certification

MEET THE FACULTY



Dr. Marianne Roux

Marianne has over 30 years' global experience as a Management Consultant, HR Executive, Business School Professor and Board Director. She holds a PHD in Leadership from Swinburne University of Technology in Australia. She specialises in Future of Work Strategy and Leadership and HR fit for the future of work context.

Her industry experience includes Retail, FMCG, Mining, Oil and Gas, Public Sector, Utilities, Infrastructure, Media, Financial services, Telecommunications, Sport, NFP, Health and Pharmaceutical and Technology startups. She has lived in six countries.

Marianne has published books on *Leadership Fit for the Future of Work*, *Adaptive HR* and *Knowing Your Superpowers is the Key to Your Success in a Changing World*. She also hosts a podcast series called *Breakthrough*.



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Please note that every effort has been made to ensure the information in this publication is correct. However, details may be subject to change without notice.