Leadership in a Crisis: S.E.C.U.R.E. your Future
The COVID-19 pandemic is a huge shock to global communities and the global economy. The early warning signals are everywhere - dramatic reduction in consumption in many key industries, steep depreciation of currencies, fractured global supply chains and severe liquidity problems for businesses and consumers alike, together with volatile financial markets. In short, the COVID 19 pandemic is morphing from a health pandemic to an existential crisis for consumers, employees, businesses and economies across the world. The key challenge for organisations in coping with this crisis is having leaders who are prepared to lead their organisation’s and its employees in a time of crisis - and then preparing themselves for the surge post-crisis.

Leadership in a Crisis is an online programme that helps identify the key stakeholders in an organisation’s ecosystem, their critical challenges in a crisis situation and its implications for messaging and actions. The programme articulates the key requirements for effective leadership in a mission control room during a crisis, and more importantly highlights the necessity of a leadership mindset to extend beyond the immediacy of the crisis to the necessity of imagining a new world of possibilities for the leader and their organisation post-crisis.

Key Benefits
- Engage your stakeholder portfolio and heighten your interactions
- Effectively lead a mission control leadership team
- Enhance your crisis-messaging and develop stakeholder-centric communication skills
- Develop avenues for protecting liquidity and create business opportunities
- Become a “Phoenix-Like” leader

Participant Profile
The Programme is designed for:
- Executives in leadership positions at all levels looking to lead their organisations effectively through a crisis

Programme Faculty
- Ian C. Woodward
  Professor of Management Practice in Organisational Behaviour
- Sameer Hasija
  Associate Professor of Technology and Operations Management
- V. Paddy Padmanabhan
  Professor of Marketing
- Pushan Dutt
  Professor of Economics

“Online learning is becoming a vehicle for transformation across organisations. For us, it is expanding the ways in which we can engage with companies. We have always had access to the top level. Now we can take INSEAD’s quality deeper into organisations.”

Mark Roberts
INSEAD’s Associate Dean of Executive Education and Chief Transformation Officer

In Numbers...
- 35,000+ Online programme participants since 2014
- > 90% Exceptionally high completion rates
- 85% Agree that they have gained new skills*
- 90% Of participants were satisfied*
- 73% Believe an INSEAD Online Programme is more impactful than other online sources*

*Based on a survey conducted in June 2019 with a sample from INSEAD Online programmes’ past participants
In this programme, you will encounter a number of examples of how real-world companies and industries – old and new – have confronted their challenges and evolved to sustain any crisis. You will learn from the successes and the failures, and their stories will help you navigate transformational change, that you can apply to your professional context. Some examples included in the curriculum are:

- Pharmaceutical
- Retail
- Food and Beverage
- Hospitality
- Technology
- Oil & Gas

THE S.E.C.U.R.E. FRAMEWORK

Stakeholders
Secure a deep relationship with your stakeholders.
- Engage Your Stakeholder Portfolio
- Evaluate Stakeholder Impact
- Give Stakeholders a Voice
- Monitor Stakeholder Connection
- Heighten Your Stakeholder Interaction

Effective Leadership
Secure your mission leaders, teams and people.
- Establish Mission Control
- Unleash the Mission Control Leadership Team
- Employ Different Leadership Altritudes
- Role Model “Urgent Calm” Leadership Behaviors
- Sustain Leadership as a Dialogue

Communication
Secure your lines of effective engagement.
- Three Golden Rules for Crisis-Messaging
- Over-Communicate with Credibility
- Stakeholder Centred Communication
- Make it Meaningful
- Coordinate all Communication

Unifying Priorities
Secure your mission, purpose and goals.
- Commit to Urgent and Clear Short-Term Goals
- Priorities for Effectiveness
- Annunciate Decision Rights, Expectations and Incentives
- Deploy Mission Execution Teams
- Share Information Transparently

Resources & Operations
Secure your mission’s cash and business activities.
- Protect Liquidity and Cash
- Corraling Bottlenecks
- Reoptimise Product/Service Flows
- Seek New Partners
- Embrace External Assistance

Harness your Phoenix-Like Rebirth
Secure your post-crisis surge.
- Become a “Phoenix-Like” Leader
- Hone your Insightfulness
- Practice Phoenix-Like Leadership Habits
- Plan for Rebirth in Horizons
- Put Your Rebirth into Overdrive

PROGRAMME SYLLABUS

Module 1
Crisis Leadership
- Introduction
- The Nature of Crisis
- The S.E.C.U.R.E. Pathway and Framework
- Stakeholders
- Effective Leadership
- Communication

Module 2
Crisis Response
- Unifying Priorities
- Resources and Operations
- Elevating the Future

Module 3
Crisis Learnings
- Understanding the Impact of a Crisis
- Lessons from previous crises for critical stakeholders
- Webinar Debrief: Crisis Simulation Exercise
- Conclusion and Wrap-up

INDUSTRY EXAMPLES

In this programme, you will encounter a number of examples of how real-world companies and industries – old and new – have confronted their challenges and evolved to sustain any crisis. You will learn from the successes and the failures, and their stories will help you navigate transformational change, that you can apply to your professional context. Some examples included in the curriculum are:
OPEN ONLINE PROGRAMMES

Leadership in a Crisis: S.E.C.U.R.E. your Future

DATES
Begins 26 June 2020

FEES
€ 980 ($1070)*
*Fee subject to change. Local taxes shall apply at the payable rate. We offer a special fee reduction for a group of 5 participants or more.

CONTACT
Programme Advisor
Tel: +65 3138 9000
Email: linc_contact@insead.edu

CERTIFICATE

Upon successful completion of the programme activities, combined with satisfactory grades on the final assignment, you will be awarded an official digital Certificate of Completion from INSEAD, that you can showcase on your LinkedIn profile.

Note: After successful completion of the programme, your verified digital certificate will be emailed to you in the name you used when registering for the programme. All certificate images are for illustrative purposes only and may be subject to change at the discretion of INSEAD.
### DISCOVER ALL INSEAD OPEN ONLINE PROGRAMMES

<table>
<thead>
<tr>
<th>PROGRAMME</th>
<th>LOCATION</th>
<th>LENGTH*</th>
<th>FEE**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Digital Partnerships and Ecosystems</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500 (1)</td>
</tr>
<tr>
<td>Business Strategy and Financial Performance</td>
<td>Online</td>
<td>7 weeks</td>
<td>€1,800 (1)</td>
</tr>
<tr>
<td>Stratégie des Affaires et Performance Financière NEW</td>
<td>Online</td>
<td>7 weeks</td>
<td>€1,800 (1)</td>
</tr>
<tr>
<td>Design Thinking and Creativity for Business NEW</td>
<td>Online</td>
<td>5 weeks</td>
<td>€1,500 (1)</td>
</tr>
<tr>
<td>Developing Emerging Leaders</td>
<td>Online</td>
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</tr>
<tr>
<td>Financial Analysis for Non-Financial Managers NEW</td>
<td>Online</td>
<td>5 weeks</td>
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<tr>
<td>INSEAD Gender Diversity Programme</td>
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<td>Innovation in the Age of Disruption</td>
<td>Online</td>
<td>5 weeks</td>
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<td>Leadership Communication with Impact</td>
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<td>Leading Organisations in Disruptive Times</td>
<td>Online</td>
<td>5 weeks</td>
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<tr>
<td>Leadership in a Crisis NEW</td>
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<td>Strategy in the Age of Digital Disruption</td>
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Eligible for the INSEAD Online Certificate: Leading in a Transforming World

Premium Journey available for this programme

We are continuously adding new online programmes and sessions throughout the year. Please make sure you refer to our website for the latest dates and information: [https://www.insead.edu/executive-education/open-online-programmes](https://www.insead.edu/executive-education/open-online-programmes)

**SPECIAL OFFER FOR GROUPS**

Our open online programmes offer the possibility to cater to groups coming in from the same organisation. For a group of 5 participants or more who want to attend one of our open online programmes, we offer a 20% special fee reduction.

**SPECIAL OFFER FOR PAST PARTICIPANTS**

Past participants of INSEAD Executive Education Open Programmes can benefit from a 20% fee reduction. To access the offer, please contact a programme advisor.

### CONTACT US

For more details about our programmes & offers, or to apply, please contact:

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Take a first step towards organisational transformation today.
Contact our team to discuss your needs and challenges now.

For the programme content we delivered over the specified consecutive weeks, followed by 2 weeks to finish project work and engage in peer review.

**Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.

*We offer a 20% special fee reduction for a group of 5 participants or more.