



Ireland

How a new model of collaboration led to Ireland's economic comeback

Enterprise Ireland's 'Leadership 4 Growth' is a cross-sector program developed to inspire leadership qualities and new business competencies in Ireland's top CEOs.

Overview

Context

An Irish Food and Agriculture industry struggling to stay profitable in the wake of a global economic crisis tasked to lead Ireland's economic comeback through innovation and expansion. [Page 3](#)

Challenge

Enhance the strategic leadership capabilities and business competencies of CEOs/Managing Directors expected to drive and accelerate the expansion of Irish companies both at home and abroad. [Page 4](#)

Custom approach

A new collaborative model of executive education, combining the expertise of a global business school, government agency and top business advisors, capable of addressing the needs of 40 CEOs facing different opportunities and challenges. [Page 5](#)

Impact

Transformed leaders have made day-to-day changes immediately that impacted culture, ambition, and performance – contributing directly to their company's and Ireland's current economic success. [Page 6](#)

“ We had to instigate radical change and the key was to enhance the leadership and management skills of our industry leaders.

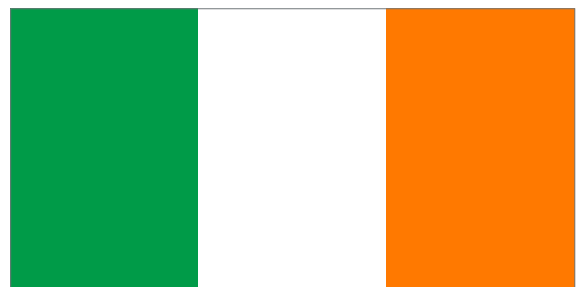


Julie Sinnamon
CEO Enterprise
Ireland

Context



The Irish economy was hit hard by the global economic and financial crisis. The Agriculture and Fisheries sector was suffering due to industry oversights that included high fragmentation, low investment and an over-reliance on commodity and private-label products. Ireland's international growth was in jeopardy. In response, the Irish Minister of Agriculture, Fisheries and Food launched 'Food Harvest 2020', an ambitious 10-year plan to boost global exports by 33% in primary output and 42% in exports. It was up to the Food and Agriculture industry, formerly the backbone of the Irish economy, to once again lead Ireland in an economic comeback.





Challenge

Even with global demand for food rising – and expected to continue to do so – the question was how the sector could innovate and grow globally. Enterprise Ireland, the government organisation responsible for the development and growth of Irish enterprises in world markets, faced the challenge of developing and enhancing the leadership ambition, mindset and capability of its CEOs to lead innovative, scalable companies, capable of achieving sustained international growth.

Can ambition be taught? Is there a way to make CEOs dream even bigger? Was it possible to build the skills and leadership they needed to deliver those dreams? Enterprise Ireland teamed up with IMD Business School and the Irish Management Institute (IMI) to put the plan in motion. “It was going to take more than just attracting the best people,” said Julie Sinnamon, CEO of Enterprise Ireland. “We had to instigate radical change, the key was to enhance the leadership and management skills of our industry leaders as a tool to reach our goals.”

Custom approach

Leadership 4 Growth (L4G)

A high-impact, 9-month transformation journey aimed at raising the leadership talent and ambition of an entire industry, by helping Ireland's industry leaders to explore new directions for their business models, strategies, organizations, and cultures.

Customized to meet the needs of approximately 40 CEOs with different situations, needs, opportunities and challenges – the journey was built around a combination of learning and action, combining three residential modules on IMD's campus with Insight Days in Ireland, where the learning was extended to each participant's senior team, building broader engagement and offering the CEO critical input along the way.

This engagement was supported by a virtual classroom including program materials and video tools that allowed the CEOs' extended teams to participate actively throughout the journey. Tying the learning and action together was an expert team of local Business Advisor Coaches, facilitated by the Irish Management Institute, who supported and challenged their small group of participants. One CEO of a food company stressed that "it wasn't my course, it was development for my whole team."

Building the relationships, both to co-create and manage the journey, required time and input from all involved. A collaborative partnership was essential – and this extended to the participants, whose work in peer networks also served to set the bar high for developing and implementing new ambitions and agendas.

Three learning areas were addressed across the modules and coaching: integrating dynamic strategy, high-performance leadership, and sustainable growth. Together, these elements created "a very relevant transformation and capability building program that was timely in delivery and expertly presented by hands-on world-class academics," according to Jim Woulfe, CEO of DairyGold and past participant.

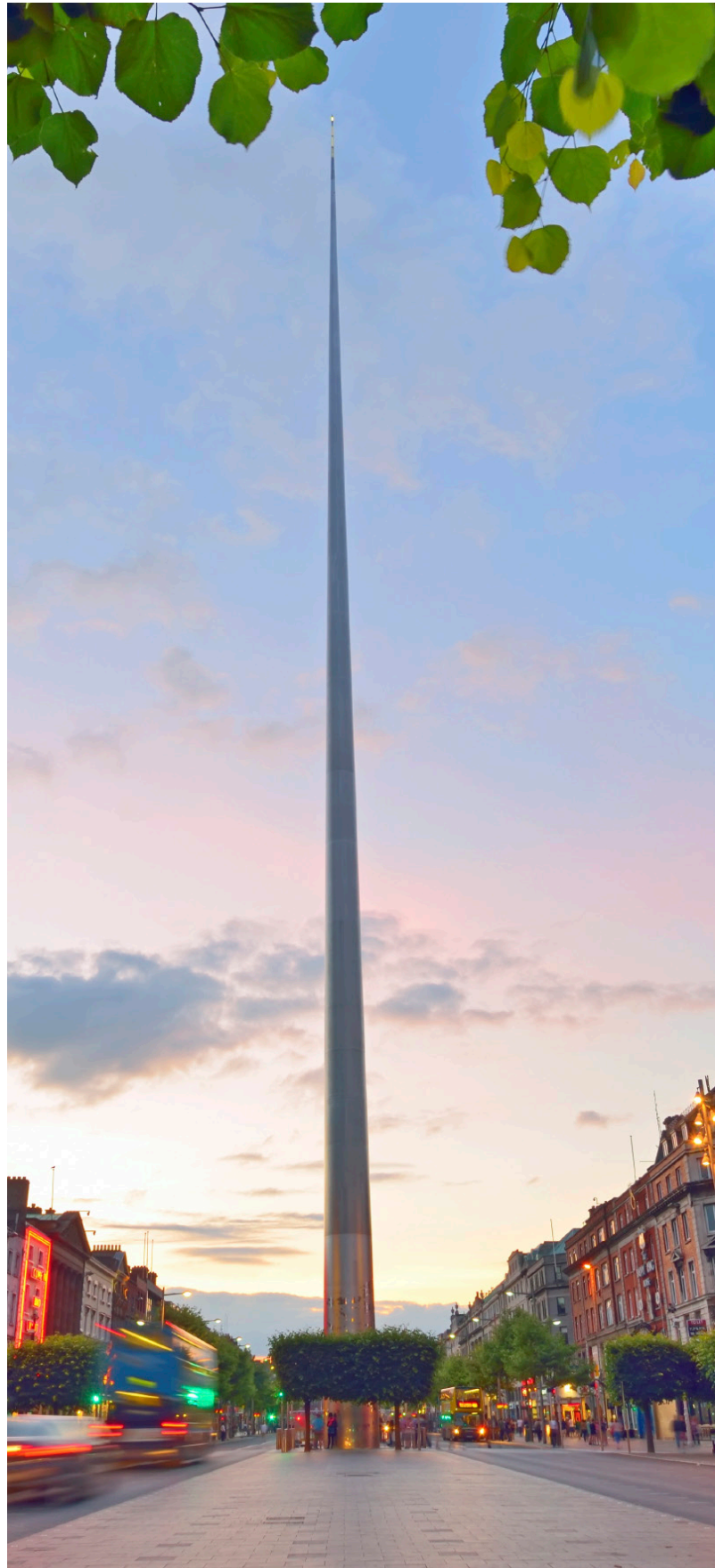
Learn-act-learn-adjust

A critical component of the program – and its ability to drive impact – was the timeframe of the journey. Modules, Insight Days and coaching took place over 9 months, with time between each to allow participants to start to apply tools, ideas and concepts with their teams, allowing them to test and learn over time. The L4G program ran four consecutive years.

Impact

While still facing challenges of global economic recovery, the annual survey of Food and Beverage manufacturers in Ireland shows that the sector's leadership is optimistic and showing big gains, particularly in international exports.

Rather than impacting a single business or person, L4G transformed many leaders who in turn, transformed many companies. Its impact is best assessed at multiple levels, from the individual to the industry. "As a pebble tossed into a pond, it created ripples of change outward from the participant. The individual is of course, at the center and therefore, the first level of impact," explains Thomas Malnight, the Program Director. He describes the shifts executives made to invest more time in thinking rather than doing and "changing their worldview from starting from their products to starting with the market and consumer." At the end of the program, participant CEOs had made new plans and embarked on new paths with their organizations. They felt that they themselves had changed. "I understand now how to be truly effective in this organization," remarked one CEO participant.



Benefits from the client's perspective

1. Developed awareness and insights on strategic, organizational, and leadership challenges and opportunities
2. Gained tools to inform and support the building of personal and organizational action agendas
3. Created common understanding, vocabulary, and structured approaches and toolkits with management teams
4. Outlined specific ideas, alternatives and options to move the company forward
5. Built and strengthened networks, relationships, and partnerships





“ The program encouraged executives to invest just as much time in thinking rather than just doing.

Thomas Malnight

Professor of Strategy and General Management
IMD



“ We challenged the limitations of existing business models, re-shaping our strategies for growth.

Mark Nodder

CEO
Wright Group



Develop your people, transform your organization

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Your journey

IMD can partner with you at every step

Are you looking to develop the individual capabilities of your people in areas critical for growth? Or are you considering a deeper organizational transformation, where you question the very purpose of your business?

Whatever your aspirations and needs may be, we can develop fully customized programs for you that reflect the opportunities and challenges of your organization.

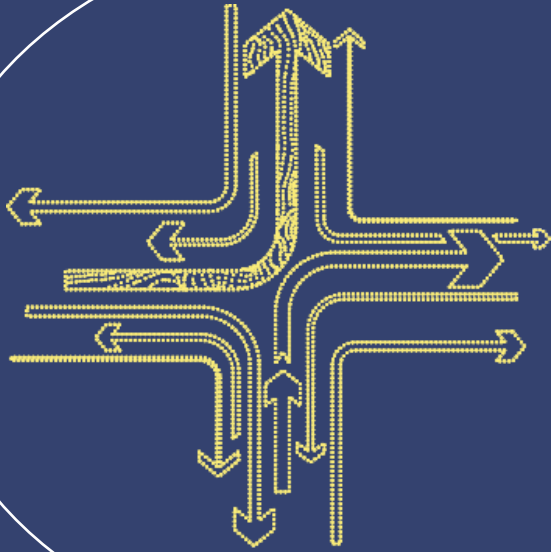
Working closely with our world-class faculty from day one, you will design together learning solutions that meet your unique objectives and deliver the highest impact.

Context

You gain a clear understanding of the objectives you want to achieve as an organization.

You develop new insights on your business as we challenge your assumptions, reframe your perspectives and uncover new growth areas and blindspots. Together, we define what success should look like as we co-design your learning journey.





Transformation

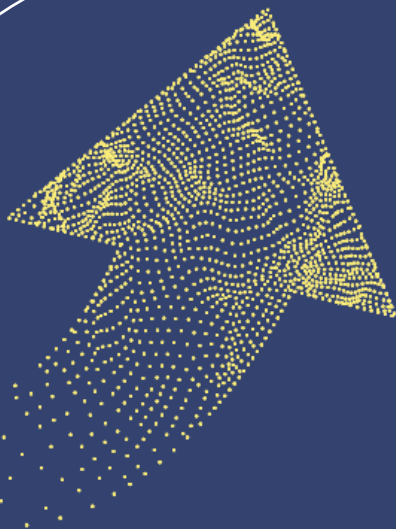
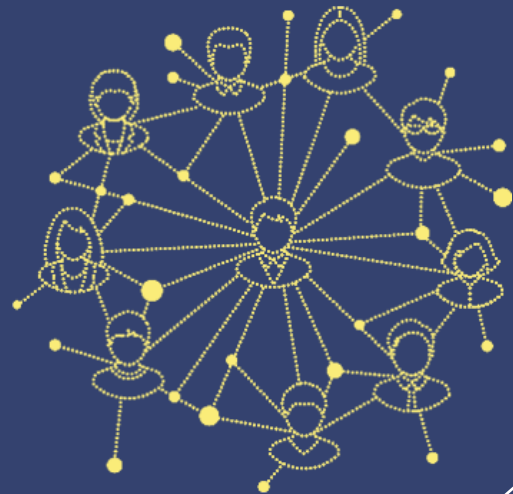
You build the case for change and a detailed action plan associated with key areas of choice.

You explore and identify alternative directions in which leaders could take the business, and specific areas of choice moving forward. You build an aligned view of what it will take to be successful in the future and reshape your organization's strategic, organizational and leadership agenda accordingly.

Capabilities

You develop the capabilities of your people in areas critical to your future success.

You empower your people to realize your organization's ambition by developing their capabilities in areas such as strategy, innovation, leadership and change management. The top team cannot succeed alone. You energize and align your people around a shared commitment moving forward.



Impact

You create lasting impact as your organization sets out to lead and drive change.

What you learned and created at IMD becomes ingrained deep into your organization. You embed new ways of working and foster an agile organizational culture ready to embrace the future. We allocate time, resources and processes to facilitate and track your implementation progress.



IMD is ranked **1st**
in open programs worldwide
Financial Times 2012– 2016.



The IMD Difference

IMD is a top-ranked business school.
We are the experts in developing global leaders
through high-impact executive education.

Why IMD ?

- » We are 100% focused on real-world executive development
- » We offer Swiss excellence with a global perspective
- » We have a flexible, customized and effective approach

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