

Masterclasses for Senior Executives

Prevailing Amid Ceaseless Change

Directed by:

Dr. Eddie Molloy



PURPOSE

To equip senior executives with the self-awareness, perspective, proven tools and tactical nous to:

- Maintain purpose and coherence through ceaseless change.
- Deliver expected results.
- Position the organisation for future shocks and possibilities.

THE SENIOR EXECUTIVE CHALLENGE 2022



PARTICIPANT TAKEAWAYS

1 REFLECT

Sharpened awareness of self-limiting perspectives and ambition that blind you to seeing what's going on and what's possible.

2 LIE-OF-THE-LAND

Fluency and speed in diagnosing the 'lie-of-the-land', the condition of the 'whole system' and what needs adjusting or radically transforming.

3 ASPIRE

Tools for 're-purposing'... re-setting Mission, Vision, Identity, Values and Strategy, in response to disruptive change.

4 BUY-IN

A proven tactical playbook for achieving the holy grail of difficult change programmes: buy-in from the people who are most impacted.

5 LEAD

To complement 'know thyself' leadership style profiles, an understanding of the critical infrastructure that defines well-led, well-managed organisations in all sectors.

6 STRUCTURE

How to deploy one of the most powerful tools in the executive arsenal, organisation structure, taking account of the often-fraught politics of re-structuring.

7 PEOPLE

Clarity about the enduring, critical drivers of motivation and morale of people at work and an understanding of their impact on performance and retention.

8 CULTURE

How to decipher the mysteries of organisation culture – a priceless asset when it is healthy and a debilitating liability when it is dysfunctional - and how to undertake the delicate, difficult task of changing a culture.

9 DIGITISATION

An overview of the impact of digitization on everything we are familiar with, and pointers to next steps on your journey to digital maturity.

10 POISED

An appreciation that, in turbulent times, there are two measures of success, results and readiness... being poised to respond to whatever comes next, plus a cluster of tools to address this vital resilience and re-invention agenda.

WHO WILL BENEFIT?

- **Newly appointed and start-up CEOs** who need templates and tools for mapping out and building an effective organisation.
- **Senior civil and public servants** tackling significant organisational change programmes.
- **Ambitious mid-career people** who sense the career-enhancing value of an elite training programme.
- **Functional specialists and professionals** like clinicians, economists, accountants or academics moving into senior managerial roles.
- **HR / OD people** who need the tools to lead more complex challenges, such as mergers, restructuring or culture change.

WHAT PEOPLE WILL LOVE ABOUT THIS PROGRAMME

-  **Short classes** densely packed with high-value, practical content.
-  Abstract concepts and sound theory **brought to life with first-hand case stories.**
-  **An organisation 'sat-nav'** –to enable real-time positioning and guide re-orientation.
-  **An arsenal of proven, ready-to-use tools,** many not found anywhere else.
-  The **wisdom** distilled from five decades of independent research, innovation and consulting, in all sectors, in Ireland and abroad.

TESTIMONIALS

Eddie's long experience of corporates and his deep analysis of the problems in organisation and the 'games people play' are invaluable and have led him to develop a powerful set of tools and tactics to address them.
Shay Garvey, Founder, Frontline Ventures

In these masterclasses Eddie distils five decades of scholarship, hands on application and teaching hundreds of senior managers. He takes you outside your comfort zone in a way that will help you fulfil your potential as a manager and leader.
Dr. Philip McGovern, Assoc. Professor, National College of Ireland

Prevailing Amid Ceaseless Change is a programme that will be highly relevant to senior Public Service managers facing the challenges of constant adaptation or more transformational change.
Dave Cagney, former Chief Human Resource Officer for the Civil Service, Dept Public Expenditure and Reform

Eddie's new program will greatly enhance the toolkit and deepen the insights of HR and OD professionals, as well as senior executives, responsible for managing complex change.
Niall Eyre, Global HR Leader & former Director, Global HR Pfizer

BOOK YOUR PLACE

Limited spaces available, please RSVP by emailing masterclass@bdo.ie.

DETAILS

Venue: Herbert Park Hotel, Ballsbridge, Dublin D04 R2T2

Time: 08.30 - 13.15 (All classes - 4 hours duration).

Module 1	Reflect	27 October 2022	Module 6	Structure	12 January 2023
Module 2	Lie of the Land	03 November 2022	Module 7	People	26 January 2023
Module 3	Aspirations	17 November 2022	Module 8	De-Mystify Culture	09 February 2023
Module 4	Buy In	01 December 2022	Module 9	Digitisation	23 February 2023
Module 5	Lead	15 December 2022	Module 10	Poised	09 March 2023

PROGRAMME FEE

€6,500 per place and €5,500 for additional participants from the same organisation

PROGRAMME DIRECTOR

DR. EDDIE MOLLOY



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Following six-years as a Senior Management Specialist at the IMI, combined with post-graduate studies in Ireland and the United States, Eddie has operated for 40 years as an independent consultant specializing in CEO counsel, strategy, large scale organisation change, systemic innovation and senior executive education and training.

His seminal ideas, set out *The Strategic Management of Multinational Subsidiaries, 1997* (with Dr. Ed Delany), continue to be propagated by IDA Ireland, with a view to 'anchoring' or 'tent-pegging' Foreign Direct Investments in Ireland and enhancing their strategic positioning within their respective parent corporations. He has directly advised numerous companies, including Intel, Boston Scientific, Wyeth Pharma and Pepsi.

Within the Public Service, Eddie has provided support to numerous Government Departments and State agencies including the C&AG, the Revenue Commissioners, the HSE and the OPW. He has served on several State commissions and expert panels, including the Mullarkey Group that updated the system of accountability for Secretary Generals and Accounting Officers. He updated the TLAC process and the parallel promotion process in the Dept. of Foreign Affairs. He was a member of the Commission on the Future of Policing in Ireland and of the Sláintecare Implementation Advisory Council. He is board member of the Public Appointments Service.

He has served as Trustee and Board Member of Focus Ireland, Mental Health Reform and other NGO's and provided consulting support to a wide variety of not-for-profit organisations including religious orders, several universities and Atlantic Philanthropies.

In addition to *The Strategic Management of Multinational Subsidiaries*, Eddie is co-author of *Management and Productivity* (with Howard Greer), *People, Jobs and Organisations* (with Liam Gorman), and *Improving Productivity and Quality of Work Life* (with Prof. Tom Cummings, University of Southern California.)

To find out more, or to secure your place please RSVP by emailing masterclass@bdo.ie.