

EDUCATE — ENABLE — EMPOWER

LEADERSHIP

SHORT COURSE **S**

Inside Out Leadership

A next generation programme for women leaders
in financial services

2027



Who we are

About IOB

IOB is a professional community of 31,100 members who work in banking and international financial services. Professional development of our members through education is at the heart of what we do.

IOB provides university level programmes to enable our members achieve and sustain their professional qualifications and continuing professional development (CPD) – essential in meeting customer and regulatory expectations.

Excellence in education – a recognised college of UCD

As a recognised college of University College Dublin (UCD) and the standout financial services educator, we offer qualifications of the highest standard. We currently have more than 40 programmes ranging from Professional Certificates and Diplomas (level 7) on the National Framework of Qualifications (NFQ) to Masters Degrees (level 9). We design our programmes to be practical and relevant, and grounded in academic rigour.

For more information visit www.iob.ie or follow IOB in LinkedIn.

About WomanUp

WomanUp is a specialist leadership training and advisory organisation focused on growing the number of women in the leadership pipeline. It offers results-focused and action-oriented solutions to enable businesses to develop the confidence and competence of women with leadership potential.

WomanUp is the publisher of an action plan on how leaders and organisations can achieve gender balance and which has been described by one business leader as “a stunning lever to provoke and accelerate the journey of many corporations.”

For more information visit www.womanup.ie or follow WomanUp on LinkedIn.



Introduction

The Inside Out Leadership programme is designed specifically for women working in the financial services sector. The programme will equip you with the critical skills and confidence to lead authentically in today’s rapidly changing business environment, developing and drawing on your individual and unique qualities as a leader.

The financial services industry has a stated aim of promoting and increasing diversity and inclusion right across the board. At IOB, we share that aim and we created this programme in partnership with WomanUp to support the sector in making real progress in this area.

In developing this programme, we wanted to provide women leaders with both technical skills and personal development. Our objective is to ensure that the skills learned in the classroom are translated into tailored action plans that are personalised, sustainable and achievable, ensuring that the strong skills and competencies developed, are immediately effective and long-lasting for participants. The programme includes two personal coaching sessions, one of which supports the Life Styles Inventory (LSI), which is a development tool used to identify individual thinking and behavioural styles.

Empowering women leaders has long been a passion for me and it is one that is shared by the team in IOB. This is not just because we believe in equality of opportunity for all those working in financial services, but because diverse leadership models lead to better decision making, healthier working cultures and ultimately a stronger financial services sector. It supports women to fulfill their potential as effective and different leaders.

We hope that you’ll consider taking part in the Inside Out Leadership programme to unlock your own leadership potential. Please let us know if you have any questions or would like to discuss how the programme can make a difference for you and your career.



Mary O’Dea
Chief Executive



About the programme

Who is the programme for?

The Inside Out Leadership programme has been developed for women working in managerial roles within the financial services sector and who:

- Are at key inflection points in their careers
- Have been identified as potential future leaders within their organisations or who have recently assumed new managerial responsibilities including people management
- Face unique challenges in progressing to more senior roles compared with men.

How is the programme structured?

The programme has three areas of focus:

- **Individual:** leading authentically from within by empowering participants to overcome inhibitors, identify strengths and allowing them take control of their leadership journeys
- **Organisation:** enabling participants to develop their business acumen to make greater strategic contributions to their organisations
- **Network:** facilitating learning by engaging with established leaders who share their career journeys and participating in the new IOB network to support women.

What are the programme’s differentiators?

The Inside Out Leadership programme offers a blend of techniques designed to address the known barriers women face to career advancement. It integrates transformational learnings in relation to behaviours, drivers and mindset with technical learning designed to enhance commercial awareness within the financial services sector.

Combining both facilitates transformational change in relation to how participants can:

- Understand and overcome the blockers to progression, empowering them to lead with confidence and authenticity
- Develop their business acumen by acquiring more knowledge and skills to influence in areas such as strategy, risk, culture and sustainability, which will help open more doors to promotion.

The seamless integration of content from IOB and WomanUp ensures that both the behavioural and technical knowledge requirements of this cohort are addressed in a single programme.

The impact of the Inside Out Leadership programme

We asked previous participants how they felt about their career and leadership before and after the programme.

Before



After



Modules

What do the behavioural modules cover?

At the core are four interactive modules which address the factors that affect the leadership progression of women, according to research studies.

Module 1: Looking inwards, part one

- Female leadership context and statistics
- Leading authentically and enhancing leadership impact
- Interpreting your Life Styles Inventory (LSI) report on your leadership thinking and behavioural styles
- Behavioural strategies to become more effective

Module 2: Looking inwards, part two

- What brain science tells us about how women and men lead
- Internal and external inhibitors to behavioural change
- Navigating a world made for men by men
- Understanding limiting beliefs
- The importance of core values and how to uncover your own values for leadership success

Module 4: Looking outwards

- Defining what is unique about you and using this uniqueness to create a compelling personal brand
- Understanding the components of that personal brand and how you can put theory into practice
- Executing your personal brand strategy

Module 7: Looking forwards

- Recognising the importance of relationship building and networking to career progression
- Shifting from an "operational only" focus to contributing strategically in your role as a leader
- the importance of having a North Star to future professional and personal success
- Keeping focused on being the absolute best version of yourself even when under pressure

What do the technical modules cover?

The technical modules provide a strong foundation in strategic, business and financial skills, so that participants will better understand the organisation's strategy, how it plans to deliver it and their role in achieving it. The modules cover real world scenarios, consider how to interrogate information and how to engage on these topics with leaders, colleagues and peers.

Module 3: Sustainability, data and digital

- Understanding key trends in sustainability, their relevance, the drivers behind the sustainable finance/ESG agenda, as well as the risks and opportunities
- The importance of data and digital in financial services, how to stay on top of evolving topics and identify the most relevant trends

Module 5 : Finance and risk

- Finance – Interpreting financial statements, the story they tell, the actions that arise and how to contribute to analysis and decision-making at the leadership table
- Risk – Understanding key trends in risk management, and risk mitigation and leaders' role in influencing risk strategy

Module 6: Strategy and culture

- Understanding key trends in strategy and culture, how to influence credibly and make meaningful contributions at a leadership level

On completion, participants will have greater self-awareness, have commenced a process of behavioural change, and have the insights, tools and confidence to take on leadership roles. Also they will have written a career plan which will define their version of leadership success, set both personal and career goals and help stop the default behaviours and limiting mindsets that could derail participants in achieving those goals.

On completion, participants will be able to identify critical industry and organisational issues, make credible informed contributions on important strategic themes within the financial services sector, and help lead their organisation forward.

The programme also includes:

- Pre and post-module resources and tasks designed to deepen knowledge and understanding
- A report and analysis of each participant's leadership attributes and styles, as defined by the LSI tool as well as a workbook designed to assist in implementing change
- Two coaching sessions with an Executive Coach, the first focused on interpreting the LSI report while the second will reflect on career planning and implementing the North Star
- Self-guided reflective exercises and processes to capture the learnings and articulate visually where participants want to take their career
- "Tribe time" where you will engage with other participants on your experiences perspectives on the programme content

Programme schedule for 2027

Cohort 8	Faculty
Online Pogramme Induction Monday 22 February 2027	
Welcome, introductions and programme overview	
Module 1 9am-5pm Friday 12 March 2027	
Looking inwards, part 1	Clodagh Hughes
Module 2 9am-5pm Friday 19 March 2027	
Looking inwards, part 2	Clodagh Hughes
Module 3 9am-5pm Friday 9 April 2027	
Sustainability, data and digital	Diarmuid Murphy & Garvan Callan
Module 4 9am-5pm Friday 23 April 2027	
Looking outwards	Aileen O'Toole & Karen Hand
Module 5 9am-5pm Friday 30 April 2027	
Finance and risk	Jacky Mayne & Hugh O'Donnell
Module 6 9am-5pm Friday 21 May 2027	
Culture and strategy	Patrick Gibbons
Module 7 9am-2pm Friday 28 May 2027	
Looking forwards	Clodagh Hughes



Presenter profiles



Clodagh Hughes
CEO and Co-Founder, WomanUp

Clodagh is a Leadership Advisor and Senior Executive Coach retained by business leaders to enhance individual and team performance, through programmes and coaching assignments. She specialises in brain-based coaching, underpinned by neuroscientific principles. This provides a unique perspective on understanding both personal and professional performance which can then lead to changes in behaviours and team dynamics.

Clodagh’s work in advising organisations on women in leadership as well as coaching talented women led to the creation of WomanUp and to Clodagh devising tailored programmes to tackle the known barriers to career advancement. She holds several coaching, facilitation and professional accreditations, including the Marshall Goldsmith coaching certification, which is proven globally to improve leadership effectiveness. Previously, Clodagh spent 18 years in senior roles in the financial services sector.

Clodagh holds a Masters in Marketing and a Masters in Business and Executive Coaching both from UCD as well as several recognised leadership and executive coaching qualifications. She is a board member of SOAR, the social enterprise which delivers early intervention, character development programmes for young people.



Aileen O’Toole
Co-Founder, WomanUp

Aileen is a Chartered Director and a Digital Strategist who combines board roles with strategic consulting assignments on digital transformation, eCommerce and social media.

At the age of 29, she became Ireland’s first female Business Editor and two years later she co-founded The Sunday Business Post newspaper. She was part of the team responsible for developing one of Ireland’s leading media brands and creating shareholder value through its sale to a PLC.

She established Ireland’s first digital strategy company in 2003 and was retained by several financial services firms to develop and execute their digital strategies. In 2016 she became a Chartered Director, the pre-eminent corporate governance qualification.

She has served on the boards of Technological University Dublin and on its Audit and Risk Committee, the Road Safety Authority, Business in the Community, Chambers Ireland and ASH Ireland, which successfully championed the workplace smoking ban. She has also acted as a Director of a family-owned holding company.



Diarmuid Murphy
Director of Executive Education, IOB

Diarmuid joined IOB as Director of Sustainability & International Markets in January 2025. Diarmuid previously spent over two decades at the Central Bank of Ireland, including during the Irish financial crisis, and has held roles in the sustainable finance unit at the European Commission (DG-FISMA), as well as in the markets and crisis management areas at the European Central Bank and the International Monetary Fund.

He also undertook a fellowship at the Bank for International Settlement’s Financial Stability Institute. Diarmuid also teaches comparative central banking as part of Warwick Business School’s Global Master’s.



Garvan Callan

Garvan is an executive adviser and founder of ONEZERO1, partnering with business leaders to drive transformative strategies across commercial, customer, and cultural domains. With 18 years in financial services, he brings deep expertise in strategy, digital, data, and innovation. His work spans sectors including banking, education, health, and the public sector, guiding boards and C-suite teams through complex change to unlock opportunities and deliver results.

He is the author of Digital Business Strategy and teaches at Trinity Business School, Institute of Directors, and Institute of Banking. A frequent keynote speaker and panelist on strategic and future-focused topics, Garvan also contributes pro bono to public good initiatives like Digital Identity and has served with the WEF Digital Identity Coalition.

Presenter profiles



Hugh O'Donnell

Hugh O'Donnell is an experienced leader and chartered accountant who spent a large portion of his career in senior finance roles at AIB Group, including as Executive Director and Chief Financial Officer (CFO) of their UK division. More recently, Hugh was Managing Director of Dell Bank International having previously served as its CFO.

Hugh has extensive knowledge of banking together with expertise in financial accounting, regulatory reporting, risk management, strategic planning, governance and oversight. Hugh also has extensive experience in leading complex financial transactions, mergers and acquisitions, and strategic transformation projects.

Hugh currently serves as an Independent Non-Executive Director on the Board of PTSB (and is Chair of Audit Committee and member of Risk & Compliance Committee) and on the Board of Bon Secours Health System CLG, Ireland's largest private health provider (and is Incoming Chair of Finance Committee and member of Audit Committee).



Karen Hand

Karen is an independent business strategist and social psychologist committed to uncovering and harnessing new paradigms, innovative business models and systemic change. Karen started in brand management in Procter & Gamble and moved to Bartle Bogle Hegarty as a Board Planning Director in global strategy.

She worked as Research Director in Accenture Global Innovation Centre in the Human Insights Lab on regenerative business, economies and societies. She has done qualitative, quantitative and expert research on collaborative innovations in global construction, pioneering education models, supporting child safety and resilience, interconnected wellbeing and community empowerment.

She has a degree in Business, a H. Dip in Psychology and a PhD in social psychology from Trinity College Dublin – on the role of purpose in framing stakeholder and citizen engagement around shared momentum. She has published Happy Nation? Prospects for Psychological Prosperity in Ireland and Happiness in Texting Times in Frontiers in Psychology and published 'The empathy battlefield? – moral foundations in the abortion referendum' in the Journal of Political Psychology in 2024. Karen is a Board Member of SOAR – a social enterprise committed to empowering teenagers.



Jacky Mayne

Jacky is a Risk Practitioner and Business Consultant. In 2017 she founded Regulatory Risk Partners which specialises in helping companies of all sizes understand and meet their financial regulatory obligations.

Jacky has held senior Risk and Compliance Roles in the Financial Services Industry and now works closely with executive stakeholders to shape policy and deliver practical solutions tailored to meet their requirements. Jacky holds an Executive Masters in Risk Management, and an MBS in Management Consulting. She is a Licensed Compliance Officer and Certified Data Protection Officer.



Professor Patrick Gibbons

Patrick is the Jefferson Smurfit Professor of Strategic Management and is currently the Academic Director of Executive Development and Programmes at the UCD Smurfit School of Business. He graduated with a Ph.D. in Strategic Planning and Policy from the University of Pittsburgh. Prior educational qualifications at bachelor's and master's levels were gained at UCD.

He has presented academic papers at over 80 international conferences, has published two books and his articles have been published in leading academic journals.

Before entering academia, Patrick worked in a number of financial and corporate strategy roles with KPMG; the Jefferson Smurfit Group; An Post (The Irish Postal Service) and The Investment Bank of Ireland.

Further information

Delivery

The programme is delivered through a combination of class based, online and self-directed learning.

Fee

€8,500 for the programme

To express an interest

Please visit iob.ie/programme/inside-out-women-leaders

Contact us



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