

EDUCATE — ENABLE — EMPOWER

LEADERSHIP

SHORT COURSE **S**

Inside Out Leadership

A next generation programme for women leaders
in financial services

2025



Who we are

About IOB

IOB is a professional community of 32,900 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.

A total of 6,800 individuals studied with us last year and over 25,000 registered members committed to lifelong learning.

IOB has 37 corporate members, including many of Ireland's leading banking, funds and financial services organisations.

As a recognised college of University College Dublin (UCD) and the standout banking industry educator, we offer qualifications of the highest standard.

IOB also provides executive and specialist education courses and masterclasses, created for non-executive directors, senior executives and high-potential managers and individuals within the financial services sector.

All our programmes are designed 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

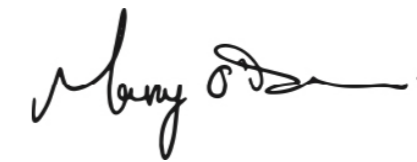
The Inside Out Leadership programme is designed specifically for women working in the financial services sector. The programme will equip you with the critical skills and confidence to lead authentically in today's rapidly changing business environment, developing and drawing on your individual and unique 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
- 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 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 three interactive modules which address the factors that affect the leadership progression of women, according to research studies.

Module 1: Looking inwards

- Leading authentically and enhancing leadership impact
- Building self-awareness
- Understanding behaviours and drivers and interpreting your personalised report on leadership attributes
- Learning from life's journey and understanding and overcoming inhibitors

Module 2: Looking outwards

- Defining and living your values
- Developing a personal brand for effective leadership and becoming a purposeful networker
- Enhancing visibility and negotiating with confidence

Module 3: Looking forward

- Leadership, emotional intelligence and listening to your deeper intuitions
- Staying on course through the use of tools and techniques to enhance resilience
- Becoming more strategic and less operational

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.

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 1: 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 2: 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 3: 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 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, using the Life Styles Inventory (LSI) tool which has helped millions of people understand and change their thinking and behavioural styles to increase their effectiveness
- A debrief on the LSI with an Executive Coach designed to support participants in interpreting their LSI reports, identifying blockers and behavioural changes while also embedding the programme learnings
- Self-guided reflective exercises and processes to capture the learnings and articulate visually where participants want to take their career.
- A final session with an Executive Coach on career planning.

Programme schedule for 2025

Cohort 5	Faculty	Cohort 6
Online Programme Induction Monday 24 February 2025		Online Programme Induction Monday 6 October 2025
Welcome, introductions and programme overview		Welcome, introductions and programme overview
Module 1 Friday 28 March 2025		Module 1 Friday 7 November 2025
Looking inwards	Clodagh Hughes & Aileen O'Toole	Looking inwards
Module 2 Friday 4 April 2025		Module 2 Friday 14 November 2025
Sustainability, data and digital	Ann Shiels & Fergus Gaughran	Sustainability, data and digital
Module 3 Friday 11 April 2025		Module 3 Friday 21 November 2025
Looking outwards	Clodagh Hughes & Aileen O'Toole	Looking outwards
Module 4 Friday 9 May 2025		Module 4 Friday 28 November 2025
Finance and risk	Jacky Mayne & John Casey	Finance and risk
Module 5 Friday 16 May 2025		Module 5 Friday 5 December 2025
Culture and strategy	Patrick Gibbons	Culture and strategy
Module 6 Friday 6 June 2025		Module 6 Friday 12 December 2025
Looking forward	Clodagh Hughes & Aileen O'Toole	Looking forward
Programme Close Friday 20 June 2025		Programme Close Friday 16 January 2026
Panel discussion and lunch		Panel discussion and lunch



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 Business and Marketing 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. She is a member of the Governing Body of Technological University Dublin, Ireland's largest third level and of the Audit and Risk Committee.

Aileen was Ireland's first female Business Editor and is a Co-Founder of 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 is a former Non-Executive Director of the Road Safety Authority, Business in the Community, Chambers Ireland and ASH Ireland, which championed the workplace smoking ban. She has also acted as a Director of a family-owned holding company. She is a Fellow of the Marketing Institute of Ireland.



Evelyn Cregan

Evelyn is IOB Director of Executive Education and Company Secretary. She is the Programme Director for the Inside Out Leadership programme and is passionate about lifelong learning and supporting working professionals upskill and maintain their professional qualifications. She has many years of experience in leadership roles across the education, financial services and not-for-profit sectors. Experienced in board governance and an active board director. Evelyn lectured in UCD and the Institute of Banking (IOB) on governance, compliance, culture, accounting, tax, and risk management. She is a Fellow of Chartered Accountants Ireland and The Chartered Governance Institute.

In her role as IOB Director of Executive Education, she oversees the continued professional development of the IOB Certified Bank Directors and Certified Investment Fund Directors across a broad range of topics. I provide governance to IOB through my company secretarial role. Her previous role in Compliance Institute gave her great insights into the regulatory challenges facing organisations today.



Ann Shiels

Ann Shiels established FinLexSus in January 2022, a sustainable finance regulatory business, working with regulated fund management companies and asset managers to upskill on, understand and implement EU sustainable finance regulatory requirements including SFDR. Ann worked in the Irish funds and regulated financial services industry for over 20 years, mainly as a qualified solicitor in a large Irish corporate practice. Ann holds a certificate in Sustainable Finance from the University of Cambridge's Institute for Sustainability leadership, is a Green Team Network executive member and lectures in sustainable finance at the UCD Michael Smurfit Graduate Business School and IOB

She contributed the Ireland jurisdiction section in the Commonwealth Climate and Law Initiative and Climate Governance Initiative's Primer on Climate Change: Directors' Duties and Disclosure Obligations and has co-designed the content of and delivered a professional diploma in sustainable finance for compliance professionals, the first of its kind globally.

Presenter profiles



Fergus Gaughran

Fergus completed a BSc in Mathematics, MSc in Statistics and Ph.D. in Mathematics, all at University College Dublin. After an academic career spanning twenty years in Ireland and abroad Fergus undertook a career change and joined the banking sector in 2008. He has held senior roles at a number of Irish banks.

His current role is Head of Risk Analytics at Ulster Bank Ireland. In this role he directs all capital, provisioning, stress testing and risk reporting activities for both retail and wholesale portfolios.



John Casey

John is an accounting academic with over 25 years experience of teaching, research and programme leadership. This has included courses to undergraduate, postgraduate and executive MBA students, as well as more specialised advanced programmes such as the Doctorate in Business Administration for post-experience groups. Current teaching responsibilities comprise finance and accounting modules, including modules in fund accounting, for the B. A. in Accounting, the Executive MBA, MBS and MSc in GFIS as well as research supervision for the Doctorate in Business Administration.

A chartered accountant by profession, John has maintained his network with practice through involvement in the oversight of the professional accounting examinations. He has a solid research & publication background having written textbooks in investment fund accounting and financial reporting and has a strong interest in public engagement.



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

€7,895 for the programme

To express an interest

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

Contact us



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