

EMPOWER

ENABLE

EDUCATE

LEADERSHIP

SHORT COURSE



# Inside out Leadership

A next generation programme  
for women leaders



A recognised  
college of UCD

WOMAN



# Who we are

## About IOB

IOB is a professional community of 33,400 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.

More than 9,800 individuals studied with us last year and over 23,800 members are registered for CPD schemes administered by IOB.

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](http://www.iob.ie) or follow IOB on LinkedIn.

## IOB Learn

In 2021 we launched our exciting new Learning Experience Platform, IOB Learn. IOB Learn is a digitally enabled, intuitive, personalised, lifelong learning and career ecosystem. It is a first in Irish education. Powered by artificial intelligence diagnostics and recommendations it:

- empowers you to explore your talent and potential;
- helps you define a learning path to advance your career and positions you for jobs that have not yet been thought of;
- gives you a visual representation of your education and personal development;
- offers you access to our full suite of accredited learning, taught by academics and leading industry experts, culminating in a UCD qualification;
- offers you a wide range of both IOB created micro learning and short sprint education programmes, along with tailored and curated content;
- introduces you to a digital community of financial services professionals committed to the highest standards.

## 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.woman-up.ie](http://www.woman-up.ie) or follow WomanUp on LinkedIn.

# Introduction

Mary O’Dea, CEO, IOB



**IOB is delighted to partner with WomanUp to bring you this unique leadership programme that is specifically designed for women working in the financial services sector, to give you the skills and confidence to succeed in this rapidly changing, ever evolving world.**

We developed this programme to support the industry in its stated desire to ensure greater diversity and inclusion across all levels of the sector. While some progress has been made in securing greater gender diversity in recent years, we still have a long road to travel. The World Economic Forum’s Global Gender Gap Report 2020 suggests that globally only 36% of senior private sector managers and public sector officials are women. We believe that this programme can accelerate greater movement, both in terms of volume and speed, of women through the leadership pipeline, and address the so-called “broken rung” in the leadership ladder (McKinsey, 2020).

This programme is designed to guide emerging female leaders through the leadership journey. The virtual classroom is augmented by 1-1 coaching sessions. There are six highly interactive modules that focus on:

- Looking inwards: changing behaviours and enhancing your leadership impact
- Looking outwards: developing your personal brand and networks
- Finance and risk: interpreting bank financial statements and an overview of risk
- Future proofing the leader: forward looking skills, including data, digital and ESG
- Strategic leadership: skills and competencies of strategic leaders and a look at financial services strategy
- Looking forward: becoming more strategic, visionary and resilient

Our objective is to ensure that the skills learned in the virtual classroom are developed into tailored action plans that are personalised, sustainable and achievable, ensuring that the strong skills and competencies that are developed over the course of the programme are immediately effective and long-lasting for participants. The coaching process will be supported by a Life Styles Inventory (LSI) which is a development tool used to identify individual thinking and behavioural styles.

Empowering female talent is an area that myself, and the team in IOB feel passionately about. As you read through this brochure, please let us know if you have any questions that we can address.

Take care and stay safe

A handwritten signature in black ink, reading "Mary O’Dea". The signature is fluid and cursive, with a period at the end.

**Mary O’Dea**  
Chief Executive

# About the programme

## Who is the programme for?

The programme is designed for women at key inflection points in their careers and who face unique challenges in progressing to more senior roles compared with their male colleagues. It guides them to lead from within by overcoming inhibitors, identifying their strengths and taking control of their career journeys, while also enhancing their leadership skills and technical knowledge.

## Programme highlights

The programme blends customised elements of IOB's technical modules with WomanUp's behavioural modules to heighten participants' self-awareness and change their behaviours, empowering them to lead with confidence and authenticity. 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 programme involves:

- Six highly interactive modules, delivered virtually
- 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, i.e. using Life Styles Inventory (LSI) tool which has helped millions of people understand and change their thinking and behavioural styles to increase their effectiveness
- Two 1-1 sessions with an Executive Coach designed to support participants in interpreting their LSI reports, identifying blockages 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.

## Benefits

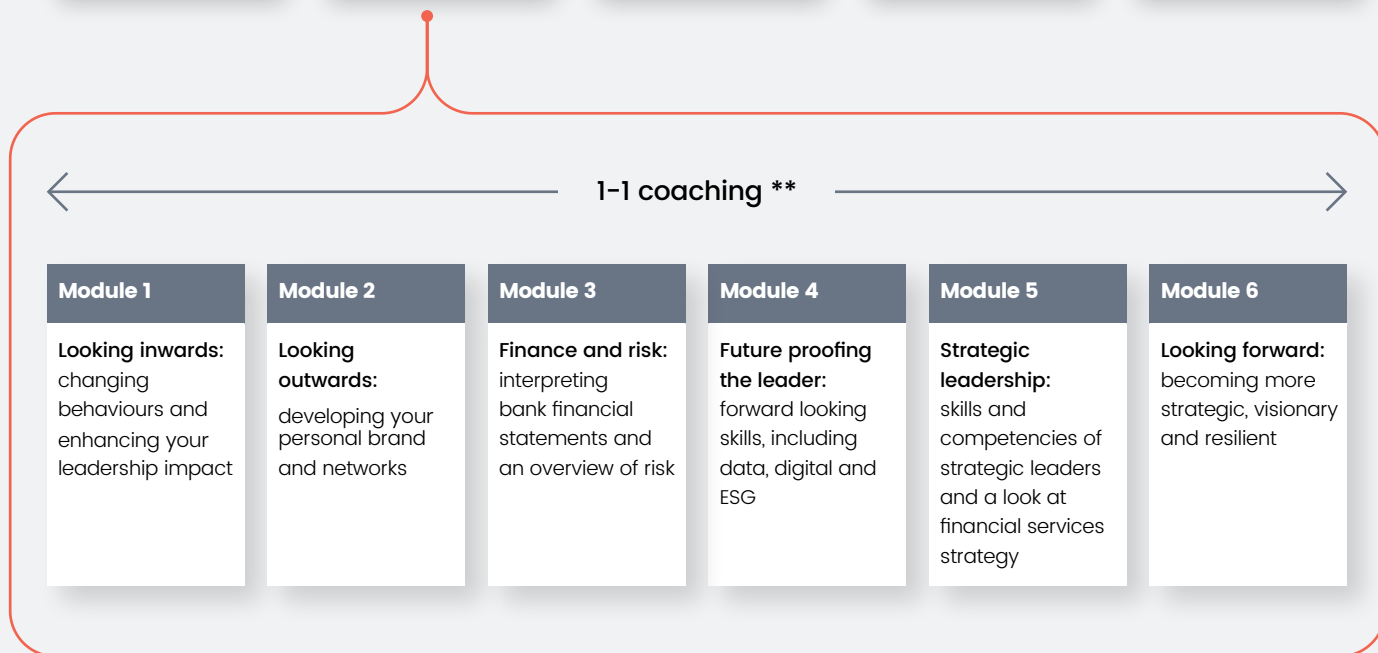
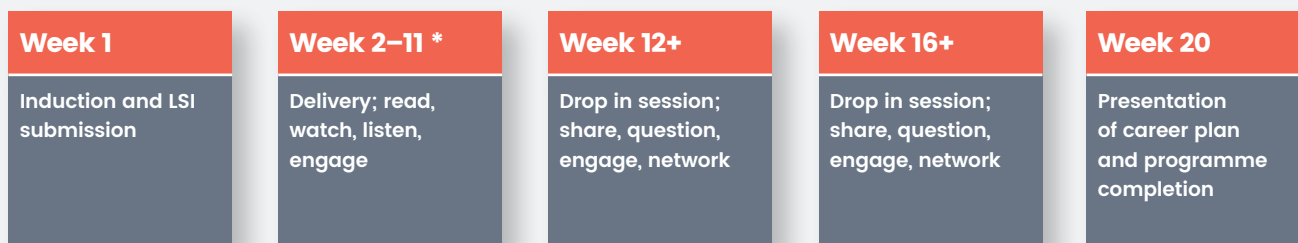
On completion of this programme, participants will be able to:

- Establish a clear plan to progress their careers while reconciling work and personal responsibilities
- Develop heightened self-awareness of their default behaviours and the changes they need to make to have more impact and lead authentically
- Understand the barriers that prevent them from progressing to more senior roles
- Discuss the key finance and risk considerations that are pertinent to the financial services sector now, and in the future
- Develop the key future leadership skills needed in financial services including Digital, Data and Sustainability
- Analyse the key strategic considerations facing financial services including the competitor landscape, threats and opportunities
- Have greater insight and knowledge on key technical areas required to lead within the financial services sector
- Create new networks through the programme that will help both their professional and personal development.

As a consequence, financial services firms will have a broader, more diverse pool of candidates for leadership roles.

# Programme overview

## Inside out leadership – A next generation programme for women leaders



\* Each module will have up to 3 hours of assigned content to be read, watched and/or listened to, and a brief task before the virtual classroom delivery and discussion.

\*\* 1-1 coaching will be arranged during the course of the programme delivery.

# Module schedule

## Module 1 | Friday 23 April 2021

### Looking inwards: changing behaviours and enhancing your leadership impact

- The essence of authentic leadership
- Understanding personal impact, thinking styles and default behaviours
- Interpreting the leadership attributes and styles highlighted through the LSI process

Presenter

**Clodagh Hughes**

## Module 2 | Saturday 8 May 2021

### Looking outwards: developing your personal brand and networks

- Understanding the DNA of an effective personal brand
- Identifying and communicating personal values
- Fostering new relationships and networks

Presenters

**Clodagh Hughes  
Aileen O'Toole**

## Module 3 | Friday 14 May 2021

### Finance and risk: interpreting bank financial statements and an overview of risk

- The income statement and the key components of the statement of financial position
- Capital: role of capital in banks; capital ratios;
- Risk management frameworks and the critical risk areas in a bank

Presenter

**Jim Pender**

## Module 4 | Friday 21 May 2021

### Future proofing the leader: forward looking skills, including data, digital and ESG

- Transforming customer experience and organisational strategy that puts the customer at the centre
- Digital and data leadership - harnessing technology for a better world
- Sustainability leadership - considerations of ESG, regulatory players and initiative and future considerations for the sustainable organisation

Presenters

**Garvan Callan  
Laura Heuston**

# Module schedule

## Module 5 | Friday 18 June 2021

### Strategic leadership: skills and competencies of strategic leaders and a look at financial services strategy

Presenters

#### Strategic leadership

- The importance of strategic leadership
- Skills of strategic leaders
- Explore your own role as a strategic leader

#### Financial services strategy

- The landscape: explore the trends impacting the industry including platformisation, sustainability and AI
- The opportunities: identifying opportunities such as market gaps, growth initiatives, and operating model levers
- The threats: the competitor landscape, the economic and regulatory climate and organisational gaps that exist
- The potential: discover the innovation

Patrick Gibbons  
Garvan Callan

## Module 6 | Saturday 19 June 2021

### Looking forward: becoming more strategic, visionary and resilient

Presenters

- The art of moving from an operational to a strategic focus
- Harnessing resilience with you, your relationships, workplace and community
- Creating a game plan and a vision that excites you

Carol Bolger  
Tony Bates  
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 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. She is also a Director of a family-owned holding company whose best-known business is the retailer Carraig Donn.

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 is a Fellow of the Marketing Institute of Ireland.



# Presenter profiles



## **Jim Pender**

Jim has over 35 years' banking experience worldwide with AIB, CIBC and Rabobank International. He has led global lending and investment businesses as well as workout, risk and governance functions. He is an experienced board member for Banking, SME and Non-Profit organisations, being a Certified Bank Director with IOB and a DipIOD with the Institute of Directors.

Jim is now a financial services trainer covering topics ranging from Risk to Board Communications. He is an independent board member and corporate advisor as well as an executive coach, accredited as Senior Practitioner with the European Mentoring and Coaching Council.



## **Garvan Callan** **Strategist, Innovator and** **Transformation Advisor**

Garvan, through his advisory practice ONEZERO1, works with business leaders to develop and execute ambitious transformations with particular focus on commercial, customer and cultural strategies. He combines 18 years of executive experience across strategy and execution, transformation leadership, and deep domain experience in customer, digital and innovation with a proven track record of 10 years in customer, sales and service management. Bringing fresh perspectives, ambitious thinking and transformational change management to dynamic market and organisational challenges to unlock opportunities and execution.

Garvan is a learning advocate having spent over 10 years as a Council member of IOB and completing numerous educational opportunities including executive programmes at IMI, IMD, Harvard Business School, Oxford Said Business School, MIT and Singularity University.

# Presenter profiles



## **Laura Heuston** **Co-Founder, SustainabilityWorks**

Laura is a Co-Founder of SustainabilityWorks, a boutique sustainability consulting firm that offers a unique blend of skills and experience across sustainable finance and sustainability strategy, policy, innovation and communications. A Chartered Accountant and Tax Advisor with over 20 years professional experience in KPMG and Airtricity, mainly working with renewable energy groups and funds, she now focusses on the broader topic of sustainable finance and advises and speaks on a broad range of sustainable finance topics, with a particular specialism in responsible investment, impact investment, renewable energy finance and energy efficiency finance.

Laura has authored a number of submissions to the Department of Finance that led to the inclusion of sustainable finance as a key pillar of Ireland's international financial services strategy; co-authored a report Fiduciary Roadmap for 21st Century Roadmap for Ireland as a key tool to inform and engage Irish policymakers, regulators and the investment community on responsible investment; and lectures on Sustainable Finance in the UCD Michael Smurfit School of Business.



## **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.

# Presenter profiles



## **Carol Bolger** **Co-Founder, WomanUp**

Carol is a Chartered Director, a Certified Bank Director, a tutor on the Institute of Directors' Chartered Director Programme and an Assessor for its Board Evaluation Service. She is a Non-Executive Director of An Post and Link Asset Services Ltd and is also Chair of Utexam Solutions Ltd, a subsidiary of BNP Paribas. She is also incoming Chair of the Audit Committee of the Department of Agriculture, Food and Marine.

Carol has broad banking experience gained in corporate and business banking in Bank of Ireland and Ulster Bank where she held senior roles including Chief Operating Officer and Director of Strategy and Planning.

A Fellow and a former Council member of IOB, Carol held the position of Vice President in 2005. She holds qualifications in finance, strategy and innovation. She is also an Executive Coach accredited by the European Mentoring and Coaching Council.



## **Dr. Tony Bates** **Clinical Psychologist**

Tony is a Clinical Psychologist and Adjunct Professor of Psychology, UCD. He was the Head of Psychology for 30 years in St James's Hospital, Dublin. He trained at UCD, The University of Pennsylvania, Philadelphia and Oxford University. He established and directed the MSc in Cognitive Psychotherapy in TCD in 1997 and founded Jigsaw, the National Centre for Youth Mental Health in 2006.

Tony is a columnist with The Irish Times, broadcaster on RTE and author of bestseller, *Coming through Depression: A mindful approach to recovery*. Tony now lives in north Sligo, on a cliff surround by the sea. He looks after four hens, three cats, a pair of rabbits and over 200 wild birds.

# Further Information

## Closing date

05 April 2021

## Fee

€7,895 for the programme

## To express an interest

Please visit [iob.ie/programme/inside-out-women-leaders](https://iob.ie/programme/inside-out-women-leaders)

## Contact us

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Programme Manager – Executive Education

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