



Future Subsidiary Leaders Programme

Accelerating the capabilities and mindset
needed for effective subsidiary leadership

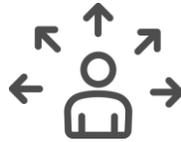
In association with



Why this programme?



Future Subsidiary Leaders is informed and inspired by IMI and IDA Ireland's work with FDI multinationals. **Progressive organisations understand the need to support the development of future leaders.**



FDI subsidiaries seeking sustainable growth recognise that **translating and cascading subsidiary strategy at divisional and functional level can be used as a basis for identifying new value-adding opportunities** for investment or innovation for the subsidiary.



Irish subsidiaries wish to **broaden their 'bench' of leaders who can strategically represent the organisation** at global/corporate level and contribute to and influence strategic decision-making.

“These leaders must be agile, resilient and display leadership maturity”

A sister to leading with strategic intent

Future Subsidiary Leaders is designed to **complement** its precursor, the **Leading with Strategic Intent** programme. It sits a **level below LSI** – in terms of participating leaders, starting point and outputs.

Programme	Participating leaders	Starting point	Output
Leading with Strategic Intent	Subsidiary site leaders	Corporate strategy	Subsidiary Strategic Blueprint
Future Subsidiary Leaders	Talent identified as having future site leadership team potential	Subsidiary strategy / blueprint	Business Case / Organisational Value Creation Plan + Personal Leadership Blueprint

Programme Goals

The **Future Subsidiary Leaders** programme **supports senior leaders** to:

- Expand their **leadership mindset** and embrace change as opportunity
- Broaden their perspective from **local to global**
- **Appraise and reframe their role and contribution** in the delivery of the subsidiary strategy, to enhance opportunities to innovate and drive sustainable value and performance for the global organisation
- **Define, attract and develop the talent required** to secure the long-term growth and contribution of the subsidiary
- **Strengthen their ability to influence** upwards in the subsidiary, across the global organisation and at corporate level
- Work with their company team to **execute on an already identified strategic value adding opportunity or scope new cross-subsidiary strategic value adding opportunities.**

The programme also allows time for participants to **consider their personal development needs**, in line with the leadership capacity required for mobility into more senior roles locally or globally.



Who should attend?



Senior executives selected from across the organisation who have been identified as having the **potential to form part of future site leadership teams** within the subsidiary.



Designed for **groups of 4+ executives** to optimise both individual and organisational impact.



Goal is to prepare the selected cohort to move from **aspiring** to **ready-now** site leadership roles.

Teams participating on the programme are matched with an individual mentor to help build and develop networks and potential opportunities for collaboration or partnership.



Proposed Programme Journey

Investment/innovation Opportunity Clarification & Scoping



Leadership Capability Development – IDA Mentor Support



Organisational Deliverable

A key output of the programme is either:

1. A **Business Case for an investment or innovation opportunity**, aligned to the corporate or subsidiary strategy, that is either nominated by the Site/subsidiary Leadership Team (SLT) or identified by the programme team during the second plenary Module (Communicate your Value).
2. An **Organisational Plan** that is aligned to and/or informs subsidiary strategy, addressing one of the IDA Ireland nominated strategic themes of Digital Transformation, Innovation, Talent Strategy or Sustainability.

The **Business Case or Plan is developed over the life of the programme and presented at the Capstone event** to members of their SLT and their Mentor.

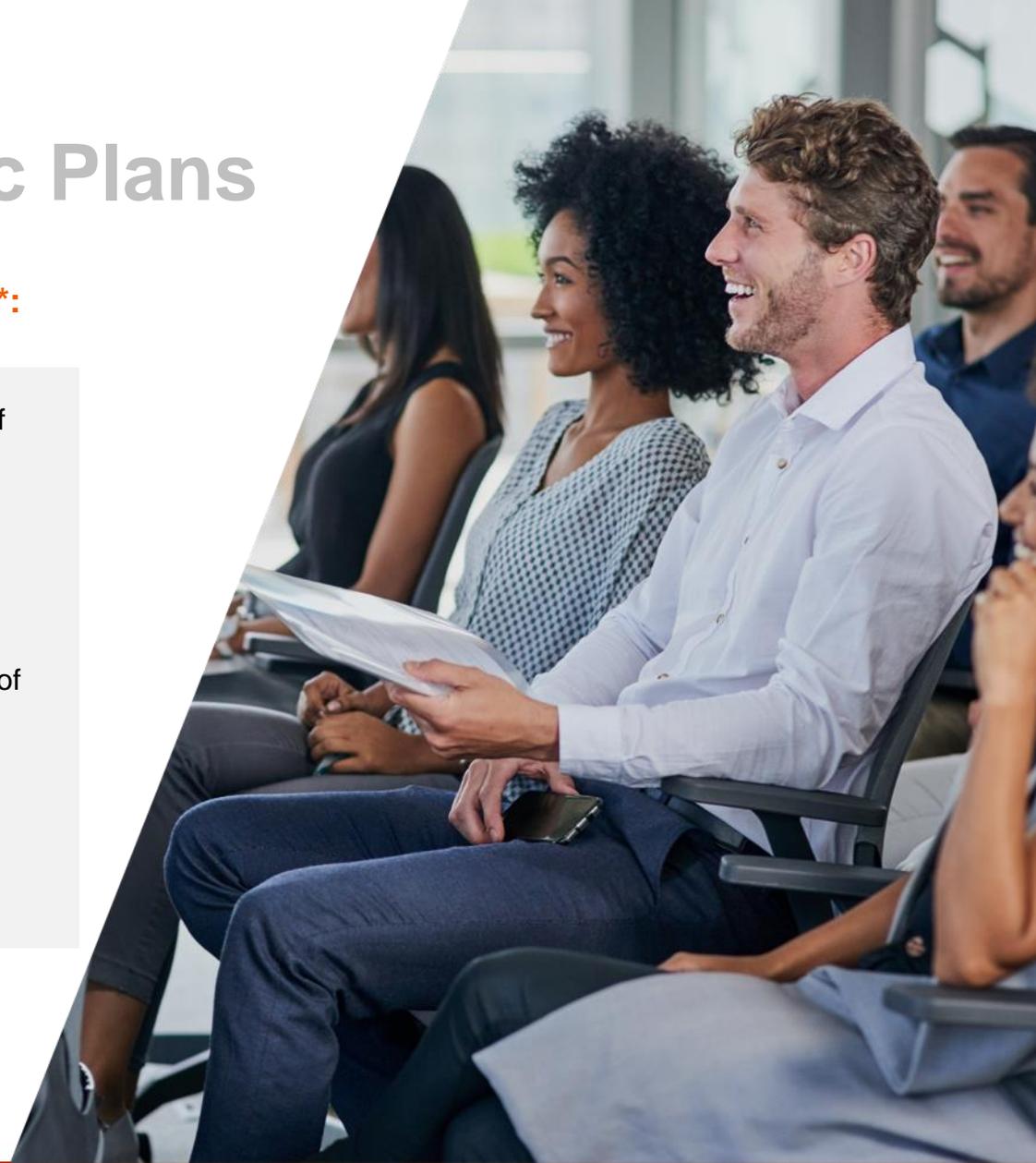


Sample Business Case/Strategic Plans

High-level strategic plans the first programme cohort focused on include*:

- Unlock access to the local innovation/technology ecosystem and expand partner collaboration opportunities
- Become an exemplar of modern Product Development best practices for the global organisation
- Become an EMEA Centre of Excellence
- Create ability to flexibly grow with an enhanced talent development strategy
- Become the global lead site for all instrument manufacturing, delivering our New Growth phase
- Establish a HRIS Solutions

- Consultancy to facilitate expansion of product and offering into more international markets
- Develop a roadmap for driving organisational cultural excellence
- Build more deliberate and consistent communication approaches with stakeholders to increase awareness of site capabilities and contributions.



*Note a number of these were linked in large part to the achievement of an overall existing site strategy

Role of the Site Senior Leadership Team on the programme

Site/subsidiary Leadership Team (SLT) members have an important role in supporting their team's development journey, before, during and after the programme.

To amplify the participants' experience, they will:

- **Nominate a programme sponsor** – ideally the Site Lead – who will oversee the selection of participants for the programme and will champion it within the organisation
- **Engage with potential participants** in advance of the programme to clarify expectations of them as high potentials. Given the level of this audience it will be important that they consciously sign up to the journey. Understanding the basis of participation will impact on their motivation and contribution
- **Participate in an opening (internal) workshop** exploring the subsidiary strategy as part of the programme and clarifying expectations and wanted outcomes from the investment in the programme
- **Participate in the Launch** events
- **Formally check-in with the programme team during the programme**, providing guidance, decisions, mentoring and insights on a 1:1 or team basis as appropriate
- **Participate in a closing (internal) workshop** listening to the proposal of the programme team (a Plan (title TBD) or a Business Case for investment), providing feedback and discussing next steps
- **Foster a culture of psychological safety** within the internal workshops and summits which creates space for the participants to experiment and grow



Participating Teams – 2024/25 Programme

M E R L Y N

GRIFOLS

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X 2 teams

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INTERNATIONAL

Testimonials

“Our continued growth and investment in Ireland brought in extra challenges and complexities, and opportunities for us to improve. The conversations we had – facilitated by the mentor – were the biggest value takeaway for our group. We built a plan as part of the Future Subsidiary Leaders programme, we’re starting to execute on it, and it’s going to be a continued evolution from there.”

Graham Abell

VP, Software Engineering & Ireland Site Lead
Workday



“It’s been really invaluable to get a different perspective and to talk to somebody at a really senior level who has so much experience that we could draw on. We have an opportunity now to look at where we are and how we’re going to go forward – and the Future Subsidiary Leaders programme has given us time to do that.”

Aoife Allen

Senior Director
Pfizer Global Financial Services



Programme fees and next steps

Fees

- Fees for participating in the *Future Subsidiary Leaders Programme* are **€32,000 per participating organisation**.
- It is recommended that **four executives** participate to optimise the benefits of the programme.
- **Additional participants can be accommodated** for an additional fee of €5,000 per participant.
- Fees include access to an external mentor at team level for the duration of the programme.

Next Steps

To register your interest in this programme and to discuss it further, **contact your IDA Project Executive and e-mail Ciara Kissane at IMI at Ciara.Kissane@imi.ie**.