International Masters Program for Managers

Program Start - September 2019
Transforming Managers. Developing Organizations.

Preparing you for the most senior responsibilities in your organization, the International Masters Program for Managers (IMPM) helps accomplished managers realize their leadership and career potential, refresh and enrich their outlook, and achieve maximum organizational impact.

This unique program is designed around managerial mindsets because the opportunities and challenges managers face go beyond conventional business functions. Taught by world-class academic faculty from leading business schools worldwide, the program combines the latest thinking and insights with experiential learning for transformational management and organizational development.

Co-founded by Professor Henry Mintzberg, one of the world's leading management thinkers, the IMPM has been breaking new ground in management education and leadership development for over two decades. Combining conceptual depth and practical applicability, the program has been inspiring new ways of thinking among senior executives as a means to revitalise organizations.

The IMPM is the most authentically international program you will find. It creates many perspectives on management and business as it moves between different mindsets, countries and business schools. The IMPM is a work-connected program that develops participants’ practice of worldly and engaged managing.

The IMPM is based on learning from experience – your own, with fellow participants and academic faculty. This proven and transformational approach takes your learning beyond the confines of the classroom, accelerating action and insight back to your work environment to create real and lasting change.

When enrolling in this eight week masters-level executive program, you commit to developing your knowledge, capability and learning in ways that make you an engaged and worldly leader. Focusing on executive development, the IMPM leverages the collective wisdom of a supportive community of diverse participants and uses innovative pedagogical tools and customised learning to accelerate personal, professional and organizational impact.

“What attracted me to the IMPM program was the ability to learn from my fellow participants and immediately apply the learning we gained from the modules in a very practical way.”

Sharon Cohen
Vice-President
Fairmont Brand Management
AccorHotels
France
5

Mindsets
Modules
Countries
Cultures

An innovative curriculum built around mindsets

In a dynamic and global economy, developing the ability to think, act and envision professional and organizational opportunities and challenges from different perspectives are the hallmarks of an outstanding and engaged manager.

Diversity is a bedrock of management development for worldly leaders. Authentically international, the program offers experienced managers, professionals, entrepreneurs and family business owners or managers from around the world a unique opportunity to learn from each other’s perspectives and experience. Learning and exchanging unfold internationally at five leading business schools in five countries together with esteemed faculty at each school.

Participants come from a wide range of organizations and sectors including leading global corporations, regional and nationally-focused companies. Organizations include: Fujitsu, LG, L’Oreal, Lufthansa and the Brazilian Development Bank, as well as from not-for-profit organizations such as the International Red Cross.

The program consists of five 1½ week residential modules over an 18 month period across five countries. Following the modules, there is a 6 month period to complete the master’s degree Major Paper at Lancaster University or McGill University.
Developing aspiring senior executives

The IMPM is unique in the world of post-experience management education. Striving to reinvent management education and focusing on improving the practice of managing, the program integrates participants’ work context with personal and professional development. Using your work context, you apply what you are learning in real-time while gaining insights and techniques that drive your career.

The IMPM focuses on the essence of what it means to practice management and every aspect of the program ensures that participants apply what they learn to their own business context. Unlike the conventional business school approach, the IMPM curriculum is designed around the actual experiences and needs of the participating managers and their organizations. Throughout the program, learning takes the form of a constant exchange of ideas and insights. Executives move back and forth between management concepts and their experiences, reflecting upon them individually and together. This integrated and hands-on learning process allows participants to improve their managerial practice and develop organizational impact from the outset of the program.

Concepts and frameworks are provided by world-class academic faculty at each business school. These are expanded upon by participants who share their knowledge and experience with each other to accelerate and enhance learning. To ensure the focus is on participants’ experience, the IMPM breaks away from the traditional lecture format. Instead, sessions are designed to involve everyone with a 50–50 principle that gives half the time to participants to spend in discussion at roundtables with their peers, learning from each other’s insights.

“This is next generation management education: leadership is management with lasting impact.”

Professor Henry Mintzberg
Founding Chair
The IMPM profile

Program participants
Participants usually have more than 15 years of work experience, substantially in management. They are generally between 35 and 55 years' old with an average age in the 40s. With a diverse range of nationalities worldwide, participants typically are vice presidents, directors and heads, experienced managers and senior managers, CEOs and founders. Participants come from a wide variety of backgrounds including banking, finance and insurance, travel and logistics, medicine, IT and telecoms, manufacturing and engineering, and not for profits. A typical class consists of 25–30 participants. While some participants have MBAs, the program is open to individuals without a university qualification who have relevant experience. Each year 10–15 percent of participants enrol without a formal degree. Participants usually complete the master’s degree, but the program can be taken as a stand-alone executive program leading to the International Management Program certificate.

Academic faculty
Since the IMPM is a partnership consisting of five business schools, participants have a wealth of resources available to them during and after the program and, in particular, 75 academic faculty at the five schools. The list of luminaries teaching on the program includes the program’s co-founder, the iconoclastic Henry Mintzberg, the John Cleghorn Professor of Management Studies at McGill University’s Desautels Faculty of Management, in Montreal. As a longstanding proponent of providing management education for working executives, his philosophy serves as the very foundation of the IMPM.

Continue working while developing your management practice
Returning to business school education mid-career is a significant commitment but one with immense personal, professional and organizational rewards. Developed over 20 years, the 18-month module structure is highly effective at fast-tracking your knowledge and learning. Over eight weeks, modules and the managerial exchange focus on participants’ learning using their work as a key context of learning and development. Reflection papers between each module connect to participants’ business priorities and challenges creating virtuous dynamics between management learning, work and organizational impact. Once completed, participants earn a master’s degree in around 6 months.

Fees
The tuition fee is US$45,000 for modules, all teaching materials and books, tutoring and mini-modules.
The fee for the master’s degree is CND$11,000 at McGill University or £6,400 at Lancaster University.
Participants and companies

Participants and companies attend the program from organizations worldwide including:

Asahi Kasei Pharma Corporation
Assystem Technologies India
AstraZeneca
Baxter Company Ltd
Bayer AG
Boeing Company
Brazilian Development Bank
BT Group
CAF Power
Deutsche Lufthansa AG
Deutsche Telekom AG
Ecobank
Edelweiss Air
EDF
Etisalat Nigeria
Fairway Offshore
Fujitsu Limited
Fairmont Hotels
Gabon Oil Company
Gaz de France
Glencore
Hewlett Packard
IBM
International Federation of Red Cross and Red Crescent
International HIV Aids Alliance
Kenya Red Cross
Kilmarnock Enterprises
Knock Inc
LOreal
LG Corporation
LG Hausys
Lufthansa
Matsushita Electronics Ltd
Mines Advisory Group
Mochcom Group
Panasonic
PepsiCo
POSCO
Rio Tinto
Royal Bank of Canada
Sasken Technologies
Sealweld
Swiss Air
Swiss Re
Tata Steel
United Nations
Via Rail Canada Inc
World Scout Foundation

“I am surprised how small the global village is. Learning from my 30 colleagues, from 11 countries, was an experience in itself. The deep learning comes from dialogue around the tables. Through respectful sharing and discussions, new cultural bridges are built around the globe. What an amazing way to learn.”

Sheilagh Ross
Sheilagh Ross Holdings
The five mindsets
Managing Self: The Reflective Mindset

Senior management development needs to incorporate individuals’ experience and develop the capability to learn from cycles of experience and reflection. In the first module, the program seeks to expand horizons and perspectives, turning personal, professional and business experience into new practices of thinking and acting.

Lancaster and the Lake District in north western England, the birthplace of the industrial revolution, is the perfect setting for thoughtful reflection on your personal trajectory, role as a senior manager and the business context of your organization.

Faculty sessions include the nature of reflective and engaging management, action inquiry, the art, craft and science of management practice, virtue ethics and responsibility, and business as practical wisdom. Faculty workshops at an historic cotton mill bring alive the role of business models over the long wave of commerce, practicing a deliberative corporate business meeting demonstrates group decision making, and walking in the footsteps of poet William Wordsworth evokes the importance of vision, community and place for creativity and insight in management.

Exploring cycles of personal and professional experience, reflection and insight for engaged managing, participants also visit a range of companies to undertake a reflective analysis and learn about managerial values, responsibility and ethics.
Managing Organizations: The Analytic Mindset

Understanding the role and value of analysis in organizations is a vital capability for senior executives. McGill, one of the world’s top universities, hosts the Analytic Mindset in Montreal, one of North America’s most dynamic and engaging cities.

Faculty sessions focus on the role of evidence and experience in business and management, examining how decisions are made and negotiations take place, financial management and business valuation, emerging innovations in artificial intelligence and global cross-cultural awareness.

The Analytic Mindset provides techniques for analysing organizations and equips participants with a deep knowledge of different management concepts in relation to strategic thinking.

Analysing evidence and experience in strategic thinking and in organizations, workshops on eco-cycle management and the theory of constraints expand analysis beyond function to fusion. Along with taught sessions, visits to companies create a unique learning community of participants, dedicated to exploring management mindsets, analytical judgement and impact.

Develop strategic thinking and organizational acumen to create lasting impact
Managing Relationships: The Collaborative Mindset

Relationships are at the centre of successful managerial practice as organizations accomplish purpose and goals in groups, cross-functional teams and with other organizations. Iconic managers and organizations build relationships and learn through others.

The third module, the Collaborative Mindset, is provided by Yokohama National University. Yokohama, Japan’s second largest city, was one of the first ports in Japan which opened to foreign trade.

Drawing on a wealth of management expertise in Japan and East Asia, the module focuses on managing relationships between individuals, within teams and across businesses, with strategic alliances, joint ventures and supply chains.

Participants learn about world-famous contributions to management thinking such as knowledge creation, wisdom and kaizen in relation to collaboration. Workshops on cross-sector collaboration as well as insights into relationships with nature and new technologies connect to contemporary innovations in robotics and machine learning.

Visiting organizations in the private, public and plural sector sharpens insights into collaboration within and between organizations and across sectors.
Managing Change:
The Action Mindset

The Action Mindset expands assumptions, frameworks and perspectives on personal, professional, organizational and societal change and continuity. In Rio de Janeiro, at Brazil’s renowned FGV-EBAPE, the focus is on catalytic change and how business and global dynamics interact with management and organizational action.

To develop an advanced and incisive perspective on managerial action, there are sessions on change management, processual perspectives on change and continuity, managing hierarchies for action, governance and knowledge for action across businesses and societal contexts.

Visits to companies and public sector enterprises, a school for youth development and workshops on diversity and gender, refresh and extend the scope for managerial and organizational action.

Enriching concepts and understanding of change and continuity, the module also focuses on learning innovative practices of management and organizational action, with advanced action inquiry techniques such as Friendly Consulting and In-Reach for organizational action learning and impact.
Managing Context:
The Worldly Mindset

The final module capstones the cycles of learning from experience and reflection while continuing to broaden contemporary business expertise and management judgment. Enhancing strategic insight and capabilities for worldly action and impact culminates with the Worldly Mindset at the IIM Bangalore. India is the ideal environment to learn about other people’s mindsets in order to better understand our own and to learn to act in entrepreneurial and worldly ways.

Creating worldly managers, leaders and organizations for the future, faculty sessions focus on political dynamics in diverse settings, non-market strategic management, bottom of the pyramid markets, the role of religious and societal values in business, frugal innovation and inclusive market development, managing sustainably and digitalisation, and sustaining business growth.

To cultivate a worldly mindset, participants visit companies focused on technology consulting, digital business, medical innovation and social entrepreneurship to integrate insights from all modules.

Field study visits to a micro finance institution and to an orchard farm connects learning from nature to network business models and digital platforms. The diversity of the faculty sessions throughout this and other modules, combined with the unique program design, makes for a rich and highly developmental experience which transforms participants and prepares them for senior and wider roles in business and society.
Leading innovation and transformative management development

For more than two decades, the IMPM has created a unique range of leading-edge innovations in management education to develop participants as world-class leaders and managers.

For a management program to develop insight and innovation, its own design should be insightful and innovative. This includes a focus on faculty teaching and participant interaction, integrated with the specific location of learning and sustained emphasis on how managers learn best - reflecting on experience in light of concepts and frameworks.

The five business schools comprise a worldwide campus and innovations in teaching and learning developed over more than 20 years ensure that by the end of the program, participants are equipped for the most senior roles in business.

You will learn through faculty-led lectures, interactive workshops, reflection sessions, action learning, panel discussions, and alumni in residence. Innovations include mindsets for managers, reflective and engaging management, roundtables and competency sharing, friendly consulting, close learning and tutoring, peer coaching and mini-modules, scaling out and in-reach, organizational impact ventures and managerial exchanges worldwide.

“Management is a practice where art, craft, and science meet. Most managers tend to tilt one way or another: toward creative art, practical craft, or organized science. The trouble is that when you tilt too far, your managing can go out of balance.”

Professor Henry Mintzberg
Academic and Professional Support

You are supported throughout the program by academic faculty and program staff at each school:

- Learn with more than 75 academic faculty across five business schools whose expertise you can tap into during the program and as an alumni.
- A Cycle Director accompanies each cohort to integrate program mindsets, module insights, and personal and professional development.
- A Worldwide Academic Director guides participants and provides support to the academic faculty at the five business schools, developing the program pedagogy.
- An Academic Tutor provides close guidance on reflection papers and helps bridge the gap between program modules, your work and management practice.

Reflections and Roundtables

Impactful learning from experience does not happen without reflection – without probing, wondering, analysing and synthesizing. Each morning of the program, participants have the opportunity to take time for thoughtful reflection – a time to consider input by academic faculty, contributions from other participants, and experiences from the previous day.

Throughout the program, participants sit at roundtables in a flat classroom. Participants own the space together with academic faculty, with regular workshops to share insights. Participants share their reflections to learn from each other’s ideas and experiences at their roundtable on a wide range of economic, ethical, political and business issues, followed by plenary discussion. Participants find this reflective component enlightening as they come to grips with their own views and discover new ideas.

Competency Sharing and Friendly Consulting

Competency sharing is a facet of the program that makes it possible to tap into participants’ wealth of experience: learning from experience and in dialogue with others. Friendly consulting is a competency-sharing and inquiry process that focuses on the kinds of challenges and opportunities participants face in their business environments. Drawing on techniques from action inquiry, participants share issues they are grappling with at work and benefit from the experience, insights and advice of other participants in the program.

Managerial Exchanges and Company Visits

To become a worldly manager, you have to learn how other people think and act in various situations. Mid-way through the program, you pair up with another participant to spend a better part of a week as host and as visitor respectively at each other’s workplaces. This process is considered one of the most enriching experiences of the program, as the benefit is twofold. Participants receive constructive feedback after being closely observed in their own organization and gain insight into how they themselves work by watching another manager in action.

To broaden participants’ experience of organizations throughout the program, participants visit a range of companies across commercial, public and plural sectors, applying concepts introduced during modules. Sectors include banking and micro finance, retail and consumer, energy, advanced manufacturing, pharmaceutical and medical, regional government, not for profits, IT consulting and digital innovators.

Impact Teams and Mini-Modules

The IMPM changes people with a view to changing organizations: the program is more than management development; it is organizational development. One of the many ways the IMPM helps you carry your learning back to your organization in a transformative way is through impact teams. After each module you debrief your team and discuss how to apply what you learned and how to bring about constructive change. This can be in the form of an individual program-long project focused on bringing about change with a team. Alternatively, it may involve leading workshops on some of the IMPM sessions back in the company using the IMPM Mini-Modules. As a final step, participants are asked to reflect on their ability to affect change, and present this at the final module.

Reflection Papers and Coaching

Between modules, participants return home to their regular work life, where they write a reflection paper relating what they have learned at the module to their organization. This is also when in-depth learning takes place, as participants use reflection papers to explore serious work-related challenges in depth, applying concepts from the module to their work. Throughout the reflection paper writing process, you will discuss with your tutor and a group of fellow participants who will work with you as peer coaches providing mutual support and guidance for your reflection papers.
Helping you make the next big change in your world

What our alumni say

**During the Analytic Mindset, we were exposed to different approaches to strategy and planning. This had a major impact on our company. We did a complete review of the strategic planning process. This new process allowed us to be more agile, encouraged flexibility and allowed for emergent strategies outside the normal business planning cycles. Near the end of the program, when visiting with one of my LG colleagues in Korea, I realized that our company is vulnerable to a disruptive technology. As a result, we launched a start-up company together with a top IT university in Brazil. We believe this will save our business.**

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Gustavo Miotti
Board Chair
Soprano Eletrometalugica Ltd
Brazil

**I’m humbled to say that since my graduation, KNOCK has grown 78% in revenue and has increased employees by 44%. It is clearly a testament to IMPM’s philosophy and learning methodology, and it inspired two of my managers to enrol in the program!**

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Lili Hall
Founder, President and CEO
KNOCK Inc
USA

**As an entrepreneur, my experience on the IMPM has shown me that the program is strategic, helpful and timelessly relevant.**

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Charles Mochiah
CEO
Mochcom Group Ltd
Ghana
Learning how to become a better manager is one thing, changing and growing to become one is another. To have impact, knowledge leaders must pause, reflect, inquire and then act. IMPM empowered me to do just that. Previously, I acted without proper insight. Now, as a reflective leader, I focus on listening, observing and further understanding my team, the business and our customers. With this enriched insight, now when I act, it has real impact.

Miles Kotylak
VP Advisory Services
ATB Financial Services
Canada

With the IMPM I learned to reflect and by traveling to the different modules I increased my understanding of international management.

Chang Yeob Lee
Planning Manager
LG Hausys
Korea

The IMPM made a lasting impact on my management practice overall. It has taught me the importance of listening and reflection, as well as the importance of taking a step back to question yourself, your approaches and your overall management style.

Christina Foerster
CEO
Brussels Airlines
Brussels
An advanced management program at world leading business schools

Business today is increasingly global, disruptive and multi-cultural. The education of senior managers and development of organizations needs to reflect this to enable businesses to understand, engage with and shape their future.

Today’s executives have a multitude of responsibilities and priorities. Called upon to play many different and expanded roles, executives benefit from developing skills that enable them to gain a greater sense of self-knowledge and personal purpose, to lead teams collaboratively in times of change and act with insight, confidence and ambition while aware of the wider context. This process of personal, professional and organizational development, fostered through mindsets, accelerates careers, the ability to lead organizations and to bring about wider business impact.

The IMPM focuses the world around the manager; from a business, ethical, political, social, cultural and legal standpoint – to explore different perspectives and gain a true appreciation of other perspectives. Reflecting this, the IMPM provides advanced management development across four continents at leading business schools: in Lancaster in the United Kingdom; Montreal in Canada; Yokohama in Japan; Rio de Janeiro in Brazil; and Bangalore in India. At each school, participants are taught by local academic faculty, observe different managerial practices, go on field studies to local companies and learn from the diverse insights of fellow participants.

“In a business world of ever-increasing speed, machine learning and disruptive business modules, greater knowledge and expertise are no longer the only key strategic capabilities for senior managers. What is ever more vital is the ability to make better judgements by reflecting on experience and creating insight.”

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Dr Martin Brigham
Worldwide Academic Director
IMPM is ranked 1st for International Management Best Masters North America 2018.

**Lancaster University Management School**
Lancaster offers a long-established and ambitious community of students, academics and industry experts from across the globe. As one of the UK’s top business schools, research is at the heart of Lancaster’s success, informs teaching and engagement with business. With worldwide recognition for innovation in management learning, Lancaster’s collaborative approach, leadership and access to cutting-edge knowledge make it a beacon for top talent. *Ranked in the Global Top 100 in the 2019 QS World Rankings for Business and Management.*

**McGill University Desautels Faculty of Management**
McGill’s Desautels Faculty of Management is ranked one of the top international business schools by Businessweek, Canadian Business, Forbes, The Economist, and the Financial Times. The faculty’s innovative programs and historic reputation for worldwide excellence continue to attract the finest students and the most prominent professors from around the world, as well as the most demanding recruiters from the world’s top employers. *Ranked in the Global Top 100 in the 2019 QS World Rankings for Business and Management.*

**Yokohama National University**
Yokohama National University is one of the leading national universities in Japan, with an MBA program which consistently ranks among the highest in student satisfaction and has one of the lowest admission rate for entry of business schools in Japan. Partnering closely with universities across East Asia, Yokohama been committed to playing a regional and international role for nearly 150 years. Known for its close collaboration with business, Yokohama is committed to playing a global role. *Ranked in the top 25 in Japan in Times Higher World University Rankings 2018.*

**FGV EBAPE**
Located in Rio de Janeiro, FGV EBAPE offers students a focus on international studies. Founded in the 1950s, the school was a pioneer in formal administration education in Latin America. FGV EBAPE is a leader in education in Brazil and abroad with highly regarded graduate and doctoral programs as well as consulting services. Its academic output is on par with that of the world’s most renowned education institutions. *Ranked in the top 10 in the world in the Global Think Tank Index Report 2016 and 1st in Latin America for nine consecutive years.*

**Indian Institute of Management Bangalore**
IIM Bangalore’s distinctive feature is its strong focus on the leadership and entrepreneurial skills that are necessary to succeed in today’s dynamic business environment. IIMB collaborates with more than 100 leading business schools across the world for various research initiatives as well as student and faculty exchanges. Known for innovation and longstanding academic expertise, in 2018, for the tenth consecutive year, Eduniversal ranked IIMB as the top business school in Central Asia. *Ranked in the Global Top 100 in the 2019 QS World Rankings for Business and Management.*
Future-proof your leadership with IMPM

Established in 1996 by Professor Henry Mintzberg, the IMPM is one of the world’s most innovative, renowned and advanced management development programs.

Continue to work while earning a master’s degree from a world-leading university using your management and organization’s challenges as a focus for your learning.

Learn cutting-edge frameworks, tools and perspectives to increase your confidence, ability to influence and create value.

Fast-track your global experience and knowledge in eight weeks with residential modules in 5 countries over 18 months.

Develop breakthrough ideas and insights to solve leadership and business challenges you and your organization face.

Strengthen your capability to lead creative and complex challenges authentically by turning experience into actionable knowledge.

Develop mindset thinking and execution with your peers and work closely with dedicated tutors between mindset modules.

Create team development and inspire the people you lead with 20 mini-modules integrated with impactful management mindsets.

Maximise your personal, professional and organizational leadership and impact with 75 world-class academic faculty, academic directors and peers from many countries and sectors.

Become an alumni of a worldwide network and return throughout your career as an alumni in residence to continue your executive development and learning.

Increased impact and return on learning
Transforming managers and organizations around the world
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