Are you ready to be transformed?

Program Start ➔ September 2019
Developing Leaders. Transforming Organizations.

IMPM helps seasoned managers realize their leadership and career potential, recharge and refresh their outlook, and achieve maximum organizational impact. This unique program is designed around managerial challenges instead of functional silos and is taught by world-class faculty from five top management schools in five countries. IMPM leverages the collective wisdom of a supportive community of diverse participants and uses innovative pedagogical tools and personalized program support to improve learning and drive behavioural change. It uses a modular format that minimizes time away from work and family and costs much less than high-priced EMBA programs, resulting in a substantial return on learning.

When enrolling in this graduate-level executive program, you commit to developing your knowledge, insight and capabilities in ways that make you a better manager and leader. This proven approach takes your learning beyond the confines of the classroom, brings it back into your work environment, and creates real and lasting change.

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, inspiring new ways of thinking among senior managers as a means to revitalise organizations.

In contrast to an Executive MBA program, the IMPM is based on learning from experience—your own and that of your peers. Every aspect of the program ensures that participants apply what they learn to their own business goals and problems.

The IMPM is a global partnership of five leading business schools: Lancaster University Management School (ranked first in the U.K. for research), McGill University’s Desautel School of Management (ranked first in international management in Canada), Yokohama National University (in the top 25 in Japan), the Escola Brasileira de Administração Pública e de Empresas (FGV-EBAPE) in Rio (Brazil’s leading School of Administration), and the Indian Institute of Management in Bangalore (named the best business institute in India).

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

— Sharon Cohen, Vice-President of Fairmont Brand Management, AccorHotels, France
International Masters Program for Managers

Authentically International

Lancaster

Montreal

Bangalore

Yokohama

Rio de Janeiro
A novel curriculum built around managerial challenges

In a global economy, understanding and learning from different ways of seeing and different ways of being are the hallmarks of an outstanding manager.

Diversity is the bedrock of the IMPM. As an authentically international program, it offers experienced managers and entrepreneurs from around the world a unique opportunity to reflect on and learn from each other’s perspectives and experiences. Learning and exchanging unfold at five leading business schools in five countries. Program participants hail from diverse organizations and locations. The IMPM family includes entrepreneurs, family-business managers, professionals, and senior managers from companies of all sizes. Over the past two decades, participants have come from leading global corporations and public sector institutions based on four continents—from Lufthansa and LG to Fujitsu and the Brazilian Development Bank, as well as from not-for-profit organizations such as the Red Cross and the Anglican Church.

The program consists of five sequential 10–day sessions conducted over an 18–month period in five locations.

“The great myth is the manager as an orchestra conductor. It’s this idea of standing on a pedestal and you wave your baton and accounting comes in, and you wave it somewhere else and marketing chimes in with accounting, and they all sound very glorious. But management is more like orchestra conducting during rehearsals, when everything is going wrong.”

Henry Mintzberg

Lancaster
England

Montreal
Canada

Yokohama
Japan
“In a business world of ever-increasing speed, Artificial Intelligence and disruptive business modules, more knowledge and expertise are no longer the key strategic capabilities for senior managers. What is ever more vital is the ability to make the better judgements and pursue the best actions – business requires practical wisdom. This is why a reflective mindset to management – combining experience and reflection for greater insight – is at the very centre of the IMPM approach.”

Martin Brigham
An intensive learning journey: five modules at five leading business schools

Today, business is more global than at any other time in human history. Organizations collaborate and compete across continents. Workforces are increasingly multicultural.

Today’s managers have a multitude of responsibilities: they are negotiators, motivators, problem solvers, entrepreneurs, and more. Called upon to play so many different roles, managers benefit from developing skills that enable them to lead multicultural teams and manage in a global context. The multinational character of the IMPM reflects these realities, taking participants on a learning journey across four continents. Over 18 months, they complete five modules of 10 days each at leading business schools in Lancaster, United Kingdom; Montreal, Canada; Yokohama, Japan; Rio de Janeiro, Brazil; and Bangalore, India. On this voyage of discovery, participants explore and develop the mindsets necessary to lead global organizations, deliver immediate impact and, ultimately, grow their careers.
**Lancaster University Management School (LUMS)**
LUMS provides/offers a long-established and ambitious community of students, academics and industry experts from across the globe. Research, which is at the heart of our success and informs our teaching, pushes boundaries. Our collaborative approach, our leadership, and our access to cutting-edge knowledge make us a beacon for top talent; the place to be. Many of the School’s programmes are highly ranked in the U.K. and across the world by leading publications including the *Financial Times*, *Forbes*, QS, *The Economist*, and more. LUMS’s ranking, high rate of student satisfaction, and excellent research reputation demonstrate the School’s exceptional quality of teaching and return-on-investment.

**McGill Desautels Faculty of Management**
The 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 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.

**Yokohama National University**
The MBA program at Yokohama National University (YNU) consistently ranks among the highest in student satisfaction and has one of the lowest acceptance rates of business schools in Japan. Located 30 minutes by train from Tokyo, YNU has always been committed to playing a global role by taking a long-term perspective that is fitting for Yokohama, Japan’s second-largest city and key gateway to the country.

**FGV EBAPE**
FGV EBAPE is a leader in education in Brazil and abroad in view of its excellent master’s and doctoral programs as well as its consulting services. Its academic output is on par with that of the world’s most renowned education institutions. Located in Rio de Janeiro, FGV EBAPE holds AACSB and EQUIS accreditation.

**Indian Institute of Management Bangalore (IIMB)**
IIMB’s distinctive feature is its strong focus on the leadership and entrepreneurial skills that are necessary to succeed in today’s dynamic business environment. It collaborates with 114 top business schools in the world for various research initiatives as well as student and faculty. In 2018, for the tenth consecutive year, Eduniversal ranked IIMB as the top business school in Central Asia. IIMB’s Post Graduate Programme in Management (PGP) was among the top 25 in the 2018 QS Masters in Management Ranking.
Building the skills and careers of dedicated managers

The IMPM is unique in the world of graduate management education. It integrates your work context, helping you identify how to apply what you are learning.

Unlike the standard business school approach, the IMPM provides a more hands-on and holistic learning process, allowing participants to begin improving their managerial skills from the outset. The frameworks and concepts introduced in the classroom are expanded upon by participants, who share their own knowledge and experience with each other.

“The idea that you know management because you have done a hundred case studies—that’s dysfunctional.”

Henry Mintzberg
Innovative approaches to transformative learning

Over the past two decades, we have developed a range of pedagogical innovations that will help you achieve your full potential. The innovations are simple, yet have a profound impact. They include structuring the program around five managerial mindsets: reflective, action learning, friendly consulting, close learning with inter-modular mini-modules, co-coaching, and managerial exchanges.

Managerial Mindsets
The IMPM teaches learning in context and focuses on your managerial reality rather than on functional silos. We don’t work from traditional functions, but rather think in terms of the mindsets managers need, the challenges they face and the tools that will help. Five mindsets are covered in locations that set up the context and experiences for your learning.

Support Team of Advisors
You are not alone in your learning journey. In addition to a top team of administrators, you will be supported by:

- A personal tutor who provides guidance for your papers and bridges the gap between theory and application in your workplace
- Two academic directors who support and guide you through your IMPM studies
- A cycle director who travels with the group for every module and helps integrate learning across all modules
- Over 75 faculty advisors whose expertise you can tap into for managerial or academic support
Reflections and Insight Books
Real impactful learning does not happen without reflection. Each morning of the program, you will have the opportunity to take time for thoughtful reflection—a time to consider input by faculty, contributions from other participants, and experiences from the previous day. We provide you with a notebook where you record your observations, thoughts and insights. Then, we allow time for those who wish to share their reflections with the group. This practice of reflection becomes a daily custom for many graduates.

Friendly Consulting
Engaging managers means more than just attending workshops and discussing ideas. Friendly consulting is a competency-sharing process that focuses on the kinds of challenges and opportunities senior managers face in their business environments. You come to the table with the issues you are grappling with in your work and benefit from the experience, insights and advice of other participants in the program. Learning from experience is at the heart of the IMPM.

Managerial Exchanges
Midway through the program, you pair up with one another to spend a better part of a week as host and as visitor respectively at each other’s workplaces. This opportunity to observe another manager in action and to provide and receive feedback is simple yet powerful.

Impact Teams and Mini-Modules
The IMPM changes people with a view to changing organizations. One of the many ways the IMPM helps you carry your learning back to your organization is through impact teams. This is how it works: You designate a team of colleagues or direct reports back at work who do the IMPM program virtually. After each module you debrief your team and discuss how to apply what you learned and how to bring about constructive change. In this way, the IMPM becomes far more than management development; it is organization development. It is a smart investment for your business or unit because the learning cascades beyond the individual to others within the organization.

Reflection Papers and Peer Coaching
With so much to learn and remember in each module, it is crucial to take time at each interval to look back and digest. That is the purpose of the reflection paper assigned to all participants at the conclusion of each module. This is not an academic paper. You are asked to apply the concepts from the module in your workplace; the paper will be a reflection of what you learned by applying these concepts. Throughout the writing process, you will connect with your tutor and a team of fellow participants who will work with you as peer coaches.
What our participants say

During the Analytical 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.

— 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’s clearly a testament to IMPM’s philosophy and learning methodology, and it’s inspired two of my managers to enroll in the program!

— Lili Hall, Founder, President and CEO, KNOCK Inc.,
USA

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

— 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

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

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
profile

Program participants
Participants in the IMPM typically have more than 10 years of work experience, substantially in management. They are generally between 35 and 55 years old and have a wide variety of academic backgrounds, from business administration to medicine and IT to engineering. While some participants have earned both MBAs and EMBAs, the program is also open to managers without a college degree who have relevant experience. Participants typically enrol in the master’s program but the program can be taken as a stand-alone executive program leading to the International Management Program certificate.

Faculty
Since the IMPM is a partnership consisting of five business schools, participants have a wealth of resources available to them and, in particular, more than 75 faculty members. The list of luminaries includes the program’s co-founder, the iconoclastic Henry Mintzberg, John Cleghorn Professor of Management Studies at McGill University’s Desautels Faculty of Management, in Montreal. As a strong believer in providing management education to people actually working as managers, his philosophy serves as the very foundation of the IMPM.

Tailored to your needs
Without question, returning to school mid-career is a big commitment. The prospect of balancing work, school and home life can be a daunting task, especially for those with family obligations. The IMPM helps make this juggling act easier. Given its format of five 10-day modules spread over 18 months, classroom hours are focused and cause minimal disruption to a regular work schedule and day-to-day life.

“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 tranquil Lake District of northern England is the perfect setting for thoughtful reflection on yourself and your experiences as a manager. Participants attend sessions on “The Nature of Engaging Management,” with Henry Mintzberg, “Ethics and Virtue Within the Organization,” with Lucas Introna, and a walk in the footsteps of Wordsworth before undertaking a cultural audit of a British company. The module is developed and delivered by leading faculty at the Lancaster University School of Management, consistently ranked among the top research schools in the U.K.
McGill University, located in Montreal, one of North America’s most engaging cities, host The Analytic Mindset. Session are held on financial management, strategy, the nature of organizations, the theory of constraints and complex problem solving, that focus on developing an understanding of analysis beyond the mechanics. Corey Phelps explores competitive strategy and complex problem solving while Henry Mintzberg contrasts professional and personal organizations as well as emergent and deliberate strategies.
Managing Relationships: The Collaborative Mindset

Not surprisingly, Japan is where we probe managing relationships through the collaborative mindset—across individuals, groups, divisions, and in strategic alliances. In this module, in addition to focusing on the different forms of collaboration and alternative models of human behaviour, we explore the role of trust and culture in companies.
Managing Change:
The Action Mindset

In Rio de Janeiro, at Brazil’s renowned school of administration, FGV EBAPE, the class not only considers managing change but also continuity. There is no better place than Rio to contrast the Why Not? mentality of people who embrace the change-continuity with the more commonplace Why? mentality of those who resist learning. Intercultural engagement with diverse organizations in Rio fosters collective learnings on how culture, power and history interact with trust, values and sense making in the change management process.
Managing Context: The Worldly Mindset

With 22 official languages, India is the best place to learn about other people’s worlds in order to better understand our own. This module, hosted by the Indian Institute of Management Bangalore, delves into all aspects of the world of enterprises—financial markets and consumer behaviour, championing and sustaining business growth, stakeholder relationships and cultural differences. The module comes alive during visits to contrasting places that illustrate India’s diversity—from a food market to a software campus, separated by just a few kilometers and several centuries.
IMPM benefits

1. Increased ability to make complex and important strategic decisions
2. Increased capacity to lead change within your organization
3. Opportunity to continue to work while studying and developing your management practice
4. Leadership capabilities that allow you to progress in your career and within your organization
5. Access to small-group advising and coaching throughout the program
6. Exposure to 75 leading faculty members in 5 top business schools around the world
7. Visits to more than 15 local businesses and organizations that expose you to different cultures and ways of managing
8. Ongoing support between modules while sharing your insights with your team and colleagues
9. Membership in an international alumni network of senior leaders and executives
10. Curriculum built around managerial challenges, not functional silos

Increased impact and return on learning
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For more information, including fees:
www.impm.org

To register:
www.impm.org/admissions