



headspring
executive development

empowering people,
transforming businesses

LISTEN | CHALLENGE | CO-CREATE

A joint venture of:



Headspring

Executive Development

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OUR PURPOSE

Since we were formed in 2015 as Financial Times | IE Business School Corporate Learning Alliance, we've been **redefining the idea of executive development**. Our unique approach is becoming increasingly recognised in our marketplace as the future.

Founded on the principle that executive development needs to be **collaborative, relevant and measurable**, Headspring's purpose has been to design a new approach that is **fit for the challenges and business environment of the 21st century**. We combine the business acumen, academic rigour and innovative approach of IE Business School with the perspectives and skills of the most influential Financial Times journalists. **We empower your people to embrace change and innovation** – and enable you to understand your business from a completely new angle.

We believe wholeheartedly that our learning programmes can have a **lasting, positive impact** on organisations as a whole, and can also equip individuals to successfully meet the ever-demanding challenges of their career development.



EMBRACING CHANGE THROUGH CUSTOMISED EXECUTIVE DEVELOPMENT



Gustaf Nordbäck, Chief Executive Officer

We believe executive education is a craft, not a commodity. Committed to the transformative power of people, we work together with our clients to empower their leaders to tackle complex business problems and inspire results-driven business cultures.

There's no one-size-fits-all in our approach. We take customisation to the next level and, from day one, build a team of learning, impact and customer experience experts around each client, to ensure our programmes meet pre-agreed learning and strategic goals.

Our journeys start by truly empathising with the client's context and vision. We work with them during and after our programmes, ensuring the learning outcomes are applicable to their business and understanding

and addressing any new learning needs.

Practitioners, business school experts, a network of 500+ educators and some of the world's most experienced journalists help us make each module of each programme remarkable. That's achieved not just with theory, but through a combination of personal development, real world perspectives and a comprehensive understanding of the impact of internal and external factors on business.

Each business is unique, and so are our programmes. We offer each programme participant the tools and the mindset they need to embrace transformative challenges, drive change and inspire a culture of innovation and adaptability.



Liz-Ann Gayle, Global Head of Learning & Innovation

Learning with a real business-orientated purpose is rewarding, but it can be a challenge to achieve successfully in a complex organisational context. The secret is to align the strategic ambitions of the organisation with individual abilities and the professional goals of business leaders.

It becomes even more difficult when change is so rapid. The current forces of economics, technology, geopolitics and societal change are overwhelming - and they are becoming the norm. Our goal

at Headspring is to help your organisation and your people reflect on, understand and purposefully shape your business in ways that overcome the negative effects of such external forces. Our learning experts are experienced, diverse and passionate about helping organisations succeed through learning. By questioning, in partnership with you, the assumptions that your organisation has to make in seeking the right paths to success, we can drive your desired outcomes to create sustainable value.

COLLABORATIVE EXCELLENCE

Headspring is a joint venture of IE Business School and Financial Times. Both organisations share a commitment to excellence, and a passion for chronicling the constantly evolving business landscape.



The learning innovation of IE Business School

From its foundation, IE Business School has made it its business to disrupt. Through technological immersion and a culture of innovation, IE brings an entrepreneurial mindset that gives our programmes a sharper edge and greater impact.

Business Culture:

A business school with a strong entrepreneurial and international outlook, with faculty from more than 100 countries.

Leading Pedagogy:

Expertise in learning techniques and technologies that maximise programme efficiency and flexibility.

Key Specialisations:

In most markets and functions, with specific expertise in finance, technology, innovation, leadership and change management.



The expertise and insight of the Financial Times

Helping executives to ask the right questions by analysing and testing assumptions and identifying essential issues with clear thinking.

The FT has been the guide to business for more than 130 years, recognised internationally for its authority, integrity and accuracy. FT journalists are close to the source. They know the facts before they become news, helping our clients to stay one step ahead. They understand the big political, economic and technological trends as well as the small details of policy that can make or break a business.

Financial Times journalists are specialists, on subjects as diverse as geopolitics, artificial intelligence, digital disruption, financial regulation, leadership and the operations of diverse organisations.

In all cases, the FT's journalists bring the news organisation's authority, specialist knowledge and access to business and political leaders into the classroom.

OUR EDUCATORS

The challenges businesses face in an era marked by change and disruption are increasingly complex and often require multiple disciplines to solve them. Staying abreast of disruptive technologies or realising the economic opportunity of diversity are issues that many businesses are simultaneously facing right now. We work closely with clients to identify particular areas of development, but always keep sight of the business as a whole.

Our clients demand deep expertise in a broad range of areas. Working with over 500 thought leaders, academics, consultants, practitioners and coaches means we can deliver global or local expertise anywhere, at any time.

Our programmes go beyond traditional, theoretical business education. As well as academics from some of the world's top business schools, we also bring expert insights from practitioners, consultants and business journalists who operate close to the action. Together, they bring new perspectives on the complex, global challenges facing organisations.

This unique combination results in customised programmes that challenge entrenched mindsets and foster initiatives that help our clients to push boundaries and lead the future of their industries.

15%

are former CEOs or senior executives

79%

have consulting and business advisory experience

80%

are from top-20 globally ranked universities

95%

are from top-three business schools in their countries

200

FT journalists who are experts in the most recent, relevant business issues

35

nationalities

25%

have delivered programmes in more than 10 countries

8

languages we have delivered in: Arabic, English, French, German, Japanese, Mandarin, Portuguese and Spanish

21

the number of countries where we delivered programmes in 2018

THE HEADSPRING BLUEPRINT FOR LEARNING

Less about what, more about how. Our approach to learning is what sets us apart.

Our approach goes beyond what we teach or who teaches it. It's more than facilities, methodologies or the technologies we use. It's about how our principles harmoniously fit together and how our unique approach to design comes to life in the classroom through transformative learning experiences. It's how learning design and context are seamlessly integrated, offering a diversity of voices, thinking and expertise.

Using a variety of carefully selected impact metrics we empower your people and create the path for your business to thrive. It is, ultimately, about how our programmes create value for your business and your people.

1 - THE CHALLENGER DNA

Digging deep to cut through business complexity

An inquisitive mindset - combined with business acumen and reinforced by solid academic methodology and an understanding of how people learn - underpins everything we do.

Our work starts with a genuine desire to understand the global context surrounding your business. We combine a diverse range of sources and specialists to help you navigate through internal complexity and external volatility. We adopt a journalistic approach and employ vital skills such as critical thinking, active listening and adaptability to bridge the gap between the current context and your business vision.

Our approach is 100% adaptable, but there is always one constant: we start with your needs.

2 - TRUE CUSTOMISATION

Client-centricity on a new level

A true partnership with our clients is critical for the success of our learning journeys. We listen and meet unique challenges with tailor-made strategies. We don't assume we

have all the answers. Instead, we work with you to understand how internal and external factors affect your business. This results in bespoke solutions that not only ask the right questions, but crucially, offer the right answers.

Global organisations today face complex issues that can't be solved by generic solutions. Customisation is the foundation of our work and evident in everything we do.

3 - CO-CREATIVITY

The essence of learning design

Clients play a key, active role in the development and design of our learning programmes. Working closely with your business at every stage of the journey enables us to deliver real value. Through a co-creative process, we offer a wide diversity of thinking, methods, voices, research and tools. We then apply innovative, immersive learning techniques and pioneering technology to bring our content to life and inspire a sustainable, long-term learning culture.

Co-creation, flexibility and dynamism are the founding essence of who we are.

4 - GLOBAL REACH

Flexibility on a multinational level

We have a worldwide presence and can work on a truly global scale.

Our learning designs are brought to life by business school professors, journalists, consultants and business leaders from all corners of the globe. They come with a wealth of perspectives, backgrounds and expertise, offering your business solutions with cultural sensitivity and local resonance.

5 - TECHNOLOGY AND FUTURE-FOCUSED METHODOLOGY

Purposeful, innovative tools

Technology has always been a catalyst for learning. We carefully select innovative, immersive learning techniques and pioneering technology to bring experiences and complex concepts to life. It's not just about the type of technology we adopt, but, crucially, how we enhance learning outcomes and inspire a culture of continuous development.

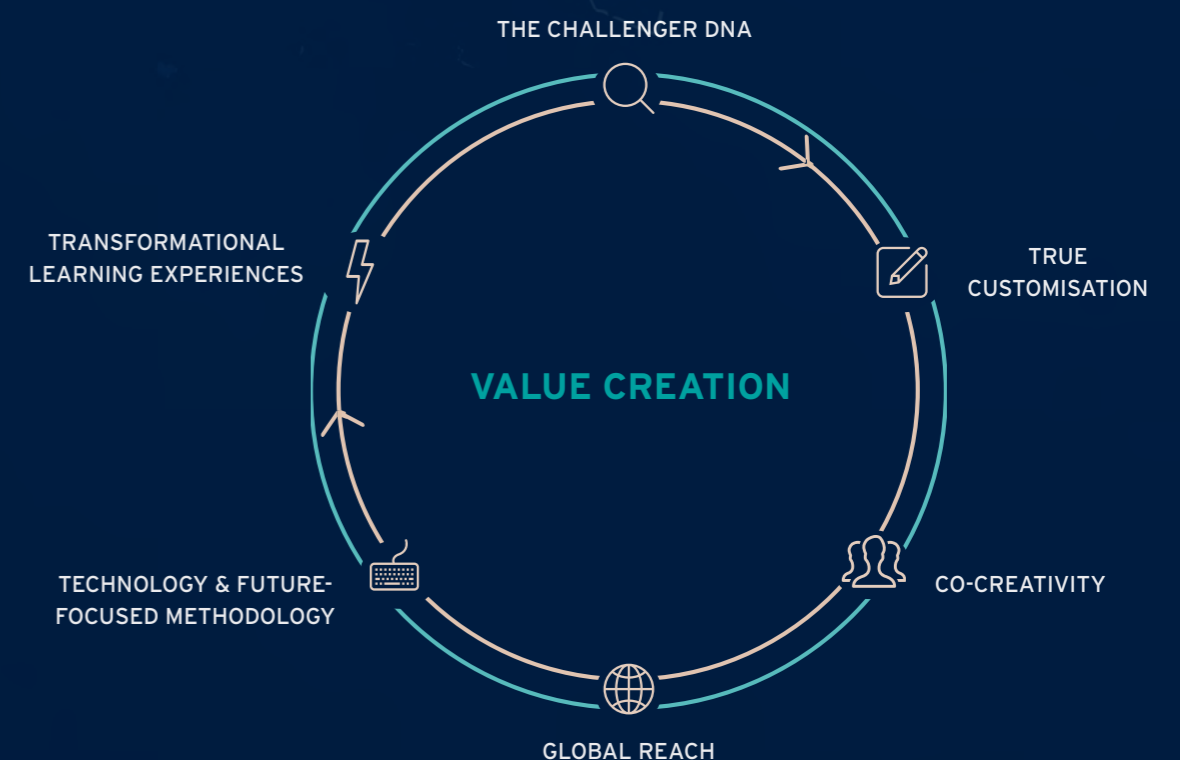
From virtual reality, to live video interviews, to online modules, we create intelligent, relevant solutions that improve team collaboration, allowing your leaders to make better decisions. We offer the best in e-learning through our flexible online modules that connect global teams from multiple locations.

6 - TRANSFORMATIONAL LEARNING EXPERIENCES

Challenging mindsets, driving change

We nurture both emotional and rational thinking, and inspire participants to critically question assumptions. We encourage your people to 'learn to learn', embrace autonomous thinking and learn from each other's experiences.

Above all, we enable leaders to act upon their new perspectives and establish business cultures that drive your organisation's growth.



PROGRAMME DESIGN, FROM END-TO-END

From the insights of the Financial Times, the innovation of IE Business School, to the real-world experience of our global educators and alliance network, we can deliver truly customised content, relevant to your exacting requirements

Our content is delivered through a unique combination of unique experts who provide multiple real-world perspectives, including business leaders, journalists, politicians, analysts, authors, consultants and academics.

Our programmes help our clients turn their businesses into customer-centric organisations aimed at challenging entrenched mindsets, pushing boundaries and leading their industries.

Our learning outcomes put clients into a wider context, helping leaders to become aware of the increasing scrutiny businesses face along with the challenges of balancing ethical, social, or personal responsibility with commercial diligence.



in-depth assessment

Your business has unique needs. We work closely with clients to define real needs and map out the key components of the programme.



bespoke design

We are serious about customisation. We listen, learn and then create something that's completely tailored to your business and to your people.



effective delivery

Large or small groups; local or global delivery: our programmes are flexible and scalable. We take care of everything to let you focus on what is important.



online

From pre-recorded modules, to live lectures, we can devise and create intelligent solutions that are ideal for a large number of participants connected from multiple locations.



face-to-face

There's something really powerful about bringing people together. It's more than just networking; it's about breaking silos, creating real connections and finding solutions.



blended

Bringing the best of both worlds, we can add online elements and modules to our face-to-face programmes to ensure your teams continue to learn wherever they are.

AREAS OF EXPERTISE

The challenges businesses face in an era marked by change and disruption are increasingly complex. Staying abreast of disruptive technologies or realising the economic opportunity of diversity are issues that many businesses are facing. We work closely with our clients to identify areas of development, always keeping sight of the business as a whole.

Leadership

From negotiation and mediation to communication and management, we create programmes that equip your leadership teams with the skills they need to take your business to the next level.

Innovation

Our programmes don't just inspire people to think creatively, but also help leaders understand how they can foster a culture of innovation, without losing sight of the core strategy and business vision.

Business Strategy

We are helping hundreds of future leaders worldwide to think strategically about customers, finance, marketing and much more. Your company's future depends on a new generation of strategic problem solvers. Are they prepared?

Culture

Our programmes help organisations to deliver business results while fostering a culture of diversity, ethics and high value creation.

Digital Transformation

Our digital transformation programmes will help your teams to adopt a digital-first mindset, learn how to optimise user interfaces, turn offline process into digital work-flows and transform happy customers into online brand ambassadors.

Internationalisation

Our award-winning Financial Times journalists and educators are helping international companies understand how today's global trends affect their businesses and how to help their people prepare for the risks and opportunities in a systematic way.

Emerging Technology

Ultimately, technology should not be about the wow factor, but about outcomes. Our experts can help you understand which technologies make sense in your industry and, most importantly, how to implement them.

Risk & Regulation

With our global educator network and learning technologies, we have programmes that help our clients comply with, and understand, regulatory rules and challenges.

Talent

Our experts will help you develop your teams to achieve higher levels of productivity, create value and ways to improve motivation and communication across your organisation.

STORIES OF IMPACT

Our clients are leaders in their fields and expect the best. Here's what some of them say.



"We chose to work with Headspring because they're holistic ... more than just faculty. They're extremely flexible in terms of programme design. They're ready to co-create - most business schools don't like to co-create. Customer focus and customer centricity are very important to them".

Rory Simpson | Chief Learning Officer, Telefónica

"Working with the FT is an important part of the whole programme for us. We work closely to design a programme that works in the context of our business, and one that we can roll out across the globe".

Bahare Haywood | Chief Risk & Compliance Officer, Clifford Chance



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"Their methods and expertise, combined with the magnificent faculty, were the main reason to choose them".

José Miguel Caras | Learning & Development Director, Santander



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"We identified a rich thread of FT insight which we wanted to use in the most effective way. The result was a perfectly tailored learning solution".

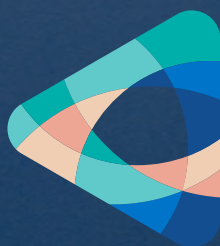
Jeni Taylor | Former Head of Business Performance and Leadership, PwC

OUR CLIENTS

Here is a small selection of our clients whose businesses we're helping to reinvent, with programmes designed to bring out the best in their people.



Discover how we are helping our clients realise their potential by viewing our case studies at:
<https://www.headspringexecutive.com>



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A joint venture of:

