

## **IMPM PARTICIPANT PROFILE PAGE**

### **IMPM Participant Profile**

**IMPM is aimed at high-potential managers, typically age 35+, with over 15 years' work experience, including extensive managerial experience who can benefit from intensive international exposure and leadership training.**

*The following criteria provide guidance for selection of candidates appropriate for IMPM and are guidelines only. Discussion with the IMPM administrator and the IMPM director is suggested ([impm@embanet.com](mailto:impm@embanet.com)).*

IMPM is primarily a leadership development program as opposed to purely analytical and functional training. Below are some guidelines about selecting candidates who are more likely to benefit fully from the program. We are providing two extreme points (or ideal types) here: Very High Fit and Low Fit. Candidates falling in the middle should be carefully considered and discussed with the IMPM director.

Organizations that send participants to IMPM should be mindful of the additional workload these participants will have to assume in the period of 16 months. We estimate that each participant will have to work an average of 6 hours a week. What participants get out of IMPM will be proportionately dependent on the effort they put in.

### **Profile 1 (Very High Fit)**

Where ALL of the following applies:

- Usually at least 8 years of managerial experience, i.e. having to achieve results through other people rather than as individual contributor (this is a program for practicing *managers*);
- + 35 years old. For entrepreneur owner-managers with at least 5 years at the helm, a lower age would be considered;
- Good command of English language (to contribute to debate and interact effectively with other participants);
- With current and/or future responsibilities requiring work across different cultures; or considered a candidate for an international assignment (one of the major benefits of the program is the development of cross-cultural understanding and sensitivity);
- Demonstrated ability: reflective; thoughtful; good listener; and open to new ideas;
- Ability to think and write in a thoughtful, conceptual way. This often presumes possession of a university degree. However, candidates with no such formal degree can still do well in IMPM because they had such ability in conceptual expression (IMPM provides some basic appreciation of business disciplines and ways to think critically about the contributions and limitations of analytical disciplines to integrate them);
- Has *personally* recognized gaps in his/her leadership skills and is willing to work hard to improve such skills (intrinsically motivated to work hard in IMPM);
- Motivated to work in a role of supervising and developing other people in the future (exclude candidates who may be able to lead people but prefer a more individualistic, professional expert role—able to lead but not willing to assume the costs of leadership);

- Has been encouraged by the organization to take on a more challenging managerial assignment in the course of IMPM or following it;
- Is interested and capable of engaging the members of his/her work unit in improving the situation. IMPM requires participants to deepen, reflect on, and apply some key concepts that they have learned during a module. The learning will be enhanced (and the reflective papers improved) if the participants engage their work units' employees in the process.

## **Profile 2: Low Fit**

Factors that seem to reduce the quality of the contribution of participants and the value of the program for the participants and the organizations.

**Individuals with *any one (or more)* of the following characteristics.**

### **Experience and age:**

- Has had little supervisory experience (unlikely to be able to discuss and appreciate deeply people's management issues; has little opportunity to test new concepts with associates during IMPM);
- Under 32 and / or less than 5 years of work experience (too inexperienced to feel comfortable with the majority of IMPM colleagues and share work experience);
- No current or future opportunity to work cross-culturally (little use for key learning benefits offered by IMPM).

### **Language ability:**

- Weak command of English language and no support available to improve language skills before the program (unable to contribute effectively to discussion—additional stress in an already demanding program; may provide little value to other participants).

### **Psychological preferences:**

- Prefers to work as individual contributor rather than leading people to achieve collective results (unlikely to be motivated to work hard to develop leadership skills in IMPM; may display low interest in deepening understanding of 'soft' people issues);
- Risk averse & non adventurous: prefer to work in highly structured environments with clear procedures (may find the exploratory mode of IMPM unpleasant and unacceptable);
- Prefers to work on one task at a time. Low ability to improvise and adjust quickly. Abhors disorder and surprise (may find the exploratory mode of IMPM unpleasant and the work load unmanageable).

### **Temporary personal situation**

- Currently under severe personal and/or work stress (unlikely to be able to focus on IMPM demands on a sustainable basis).