



*Transforming IT Professionals into Business Leaders*

## **Emerging IT Leader Program (5 Days)**

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**Module 1: 4 days**

Enroll: [www.leadersbeyond.com](http://www.leadersbeyond.com)

**Module 2: 1 day (30 days later)**

**Maximum Class Size: 24 students**

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### **Learn the skills and insights required to think and act as a business leader.**

What does it take to become a true IT leader, contributing to successful business outcomes? This intensive 5-day program is delivered by an outstanding faculty of real-world executives and IT leaders. They share concepts and techniques critical to career advancement, and avoiding common pitfalls and mis-steps ... insights the instructors wish they had learned early in their own careers! Gain the benefits of their experience to help you think and act like an IT leader, so you can take the next critical step in your career.

### ***Who Should Attend?***

IT professionals who:

- are in an IT project manager or senior business analyst role,
- regularly interface with senior business managers and sponsors of IT projects,
- hold direct or indirect fiscal responsibility and accountability for the value delivery of IT solutions, or
- manage a team and are likely to seek increasingly more senior general management roles.

### ***Why Attend?***

In these highly interactive sessions, you will:

- engage directly with successful senior IT executives and business leaders,
- take charge of your own leadership effectiveness with a personal leadership development plan,
- challenge, develop and practice your communication, influence and financial skills in a business context,
- master the challenges of multi-level teamwork and change in real-world simulations, and
- develop, commit to and monitor measurable and immediately actionable goals.

## ***Program Format***

Module 1: 4 days interactive workshops and individual/team case studies.

Module 2 (not provided in all programs): 1-day Leadership Effectiveness workshop, offered 30 days later.

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## **FACULTY**

Business executives, professional educators, CIOs, consultants and business strategists ... the Leaders Beyond™ faculty comes from all aspects of business and the public sector. Using curriculum that has evolved over a decade of leadership training experience, their proven approach to education features a high degree of teacher/student mentorship and extensive use of case study analysis.



### **Cindy Seibel**

***Program Director, Leaders Beyond***

***Former CIO, Energy Resources and Conservation Board, Alberta***

Cindy is an award-winning CIO whose experience spans the public, not-for-profit and private sectors. Her unique combination of expertise in information technology, human resources, leadership and learning has led to a track record of high-performing multi-disciplinary teams. She has served as program director for successful multi-million-dollar technology implementations. Her work in developing strategic technology plans for organizations has been led both as a CIO and an external consultant. Cindy is a lifelong learner who loves to share her passion about leadership and technology in the 21st century.



### **Dr. James L. Norrie, DPM, LL.M**

***Associate Dean & Chief Academic Officer, Eichelberger Chair in Business***

***Education, Graham School of Business, York College Pennsylvania; Managing Partner, e-Venture Consulting, Inc.***

James conducts industry research, speaks globally at conferences and consults to companies with a focus on aligning business and IT strategy. He was previously Associate Dean of the Ted Rogers School of Management at Ryerson University in Toronto where he taught business and technology strategy, leadership and project management. James is the author or

co-author of 5 books and hundreds of presentations and articles. Prior to his teaching career, he was an entrepreneur who founded and managed several high-tech and e-business ventures



**Edmond Mellina**

***President, ORCHANGO; former CIO, Delta Hotels***

Edmond gets powerful messages across with his highly dynamic speaking style and engaging stories. He is internationally respected for his expertise in nimble change management for the age of digital disruption. For over 25 years, he has partnered with public and private sector clients in Europe, North America and the Middle East to build their change capabilities while helping them win in an increasingly digital world. Edmond was CIO at Delta Hotels when Expedia disrupted the hotel business; and VP Corporate Development & General Manager USA for the technology business of Envoy Communication Group when design and marketing agencies started to become digital.



**Mark Ripplinger**

***President & CEO, Everlink Payment Services; former CIO: Payments Canada, ATB Financial, Crown Life and The Co-operators***

Mark has full organizational responsibility for Everlink's broad portfolio in the highly-competitive payments transaction processing and ATM/POS device industry. During his 30-year management career, he has gained a wealth of experience in business and IT leadership, governance and effectively implementing change, including his former position of Vice President, Technology & CIO of the Canadian Payments Association. As a consultant, Mark has helped many public and private sector clients improve IT execution and increase business value.



**Mike Levy**

***Director of Operations, Leaders Beyond***

Mike has an extensive track record as a corporate leadership coach and consultant on personal and professional effectiveness. He is the creator of Sales Chain Analysis, a powerful diagnostic tool designed to help organizations quickly assess and prioritize their sales/marketing improvement needs. He has also developed successful customized workshops on influence and persuasion for general audiences. Mike has held senior management roles with PeopleSoft, Wang and Novell, where he was Director of North American marketing.

## **PROGRAM OUTLINE**

### ***Module 1: 4 Days***

#### **Session 1**

##### **The Challenge of IT Leadership**

Understanding the context of IT leadership is an important step in your leadership journey. This opening session explores this context with you. How is IT viewed by the business? What is the value gap for IT? What does this mean for you as an IT leader? How can you improve your leadership effectiveness? In this workshop, you will:

- Examine the business view of IT
- Identify the key problem areas for IT leaders that affect their business success
- Explore the competencies that contribute to leadership effectiveness
- Describe and create specific actions you can take to clarify and address your own developmental needs

#### **Session 2**

##### **Engagement Skills to Effectively Sell Your Ideas**

Being able to speak to business clients – and influence their behaviour – is a critical leadership skill that few people get a chance to learn or practice before they enter the room. This session will help build these skills and make sure there are no surprises. In this workshop, you will:

- Understand and reflect the ‘Business Mandate’ that truly matters for project success
- Develop opportunities to influence others through skilled and persuasive presentations
- Cultivate specific language and impactful thought approaches which are adaptive to various dynamic situations
- Practice how to pre-influence and prepare for handling objections to build effective joint sessions

#### **Session 3**

##### **Financial Basics: Metrics for Success**

One of the most critical skills for any IT leader is to have a well-informed knowledge of the financial processes that drive projects. Can you speak the language with your financial

counterparts? Project success requires leaders who understand the financial process of the business. In this workshop, you will:

- Assess your current understanding of the key financial terms every emerging IT leader should know
- Recognize what key financial measures are important and apply these to your projects
- Assess financial elements and risk, and the common steps taken to minimize exposure to failure
- Explore the financial expectations from a business outcome perspective and how IT can influence these outcomes
- Identify the operational financial constraints within IT and how they impact how IT operates

## **Session 4**

### **Connecting with the Business: Delivering Customer-Focused Outcomes**

Technology professionals often find themselves in the midst of conflicting priorities and projects that are not always successful or perceived to be successful. Unclear business needs, constantly changing requirements and a lack of clarity around the final outcomes and metrics all contribute to this situation, often with collateral damage such as diminished credibility in the technology shop and erosion of team morale. How do you connect with the ultimate recipient when you may be many layers away from them? And, in the end, who is the customer...really? Building on clearly defined outcome expectations means creating a culture of success. What do you need to do to execute the right things? In this workshop, you will:

- Define business outcomes, in terms of “success”, and articulate strategic alignment for greater organizational understanding and acceptance
- Build greater business focus by shaping technology outcomes for consistent success through staying relentlessly “on target” with your team
- Develop meaningful, relevant and effective business relations focused on results.
- Better assess yourself and others, and deliberately seek and accept critical feedback, turning it all into a positive experience
- Examine who the customer really is, and how to integrate the customer view into the technology perspective
- Meet the needs and expectations of, and create meaningful value for, both the client and your organization.

## **Session 5**

### **Critical Communication for Success: Creating Your Message & Being Heard**

How well do we know our own organization? How does culture and communication influence success? Who defines expectations and how do we manage them? This session builds skills and confidence in how to better manage expectations and deliver ideas and outcomes clearly to obtain organizational understanding, buy-in and attention. Explore techniques and approaches that help technology professionals find their voice, and equally or more importantly, be heard! In this workshop, you will:

- Grasp what organizational culture is and does
- Describe how to formalize, then manage, expectations
- Identify the steps to clear, articulate and impactful message creation and delivery of goals, projects or plans
- Assess situations where you are not being understood or supported and take specific actions to correct them
- Practice getting the attention of others, especially senior management, and position your message, request or proposal for understanding and acceptance

## **Session 6**

### **Building and Nurturing Excellent Teams**

Too many teams are ineffective. They find themselves in a constant state of conflict and disagreement. Good leaders build good teams; but excellent leaders build excellent teams! What are the keys to high-performing teams? In this workshop, you will:

- Explore the key components of high performing teams
- Follow and practice a roadmap to build and nurture team excellence – with ongoing teams, technical project teams, or cross-functional business teams
- Think differently about team building and lead the process more effectively as a result
- Practice ways to assemble and support high-performing teams that accomplish real results, faster
- Recognize what to do when your teams are impacted by change
- Develop pragmatic plans to bring your current teams to higher levels of excellence

## **Session 7**

### **Nimble Change Management for the Age of Digital Disruption**

We operate in an age of fast-paced, constant and disruptive change. Yet IT leaders continue to manage change the old way! What does it take to execute change successfully in today's context? How can you disrupt your own approach to change management? In this workshop, you will:

- Recognize the new nature of change and its implications
- Start applying guiding principles, tools and techniques to succeed in leading today's type of change
- Work with and through the politics of change in a focused and strategic manner
- Prepare to develop stronger internal partnerships to drive change and innovation
- Devise new strategies to manage an existing, tricky change initiative more effectively
- Multiply agility and impact when dealing with fast-paced, constant and disruptive change

## **Session 8**

### **Case Study - Practicum**

At the beginning of the program, you will be provided a real-world situation (case) that poses a real-world problem. Building on your learning, you will submit a written solution on your own prior to this session. In this session you will work in a team to create consensus and generate a suitable response and solution. You and your team will then present your solution to a panel of experts and receive feedback. This session provides you opportunities to integrate, practice and demonstrate those leadership effectiveness competencies addressed in Module 1.

## ***Module 2: 1 day***

### **Leadership Effectiveness Workshop**

This 1-day workshop, delivered approximately 30 days after the completion of the 4-day Module 1, takes students to their next level of competence in solving real and immediate business challenges. In this workshop, you will:

- Celebrate and assess your progress towards effective leadership
- Examine and formulate solutions for real-world problems with your peers
- Practice leadership effectiveness skills with focus on 1:1 communication
- Update your personal leadership development plan – methods, outcomes and metrics

## ***Program Evaluation and Follow-up***

After Module 1, participants are provided with confidential evaluations of their individual and team case performance. These evaluations are constructive and designed to inform the participant's individual leadership development plan.

Within 30 days, or after the conclusion of Module 2, participants are contacted by the Program Director. Participants are always encouraged to maintain contact with the faculty and their peers either directly or through the Leaders Beyond Linked In group.

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## **TESTIMONIALS FOR THE EMERGING IT LEADER PROGRAM**

“An excellent course for individuals wanting to understand and practice the skills required to strategically align information technology with the business. The Emerging IT Leader Program taught the skills and knowledge required for my staff to lead more effectively within our organization.” ***Sabina Visser, General Manager, Information Technology, City of Lethbridge President, MISA Prairies***

“I really enjoyed the Emerging IT Leader Program because of all the great course content and the great faculty in this program. What I liked most were the real-world experiences that the faculty shared with us. I also learned a lot from other course attendees. All these great people showed me what a true IT leader should be and how they react to real-world problems.” ***David Zhao, Technical Lead, Application Operations Treasury and Risk Management Technology Team, CIBC***

“The Emerging IT Leader Program addresses one of the biggest hurdles most new managers face. We often hear sound business philosophies from an academic/theoretical perspective but lack the tools to implement them successfully. This course has filled in those gaps and helped me identify some key concepts, which will help me succeed in my role and will be instrumental in moving my career forward.” ***Susie Mahendran, Supervisor, Contract Administration, City of Toronto***

“Excellent program. It really gave me a good view on being a manager and made me look at my role from a different perspective.” **Alice Lu**, *Manager, Loyalty Group*

“I wish I had this 10 years ago.” **Roland Deutsch**, *Senior Manager, Portfolio and Project Management, Infrastructure Technology Services, Government of Ontario*

## **About Leaders Beyond**

Leaders Beyond education programs provide mid-level and senior IT professionals with the critical skills and knowledge they require to position themselves as true business leaders. We take you beyond the traditional scope of IT, enabling you to provide measurable and immediate value that contributes directly to the overall success of your organization.

Students gain the real-world advantages of learning from accomplished business leaders using a highly interactive case-based approach:

- Critical skills to address real-life business challenges.
- Ability to understand, collaborate and engage with anyone at any level of the organization.
- Knowledge and insight to make a measurable and immediate impact on business outcomes.

**Enroll:** [www.leadersbeyond.com](http://www.leadersbeyond.com)

**Email:** [info@leadersbeyond.com](mailto:info@leadersbeyond.com)

**Phone: 416-573-0713**