![Leaders Beyond]

Transforming IT Professionals into Business Leaders

Advanced IT Leader/CIO Preparation Program

Duration: 5 Days, delivered in 2 modules
Module 1: May 5-7, 2020
Module 2: May 26-27, 2020

Location: First West Credit Union Education Centre, 6470 201 St., Langley BC

Enroll: www.leadersbeyond.com

Course Synopsis:

In a time of fast-paced, continual, and disruptive change, the expectations of IT leadership have never been greater, their challenges never more complex. Using the Leaders Beyond "Mentor-Based Learning" approach, Senior IT Leaders will learn to elevate their capabilities and advance their careers, whether in IT or elsewhere in the organization. The program goal is to transform a senior manager into a strategic and innovative senior executive who is able to execute well and get things done: a strong team builder and team player who is effective and impactful in adding value to the business.

Audience:

- Experienced IT leaders and CIOs who wish to upgrade their skills and increase their ability to drive organizational results
- New IT Leaders or those being groomed for a CIO role who wish to accelerate their leadership development
- Graduates of our IT Executive Leader Program who wish to continue to enhance their skills and effectiveness

Learning Objectives:

Successful participants in this program will understand the evolving role of the CIO and will learn to:

- Create and confirm their role as an executive team member who is integral to achieving strategic business outcomes
- Structure and lead the IT organization for maximum efficiency and effectiveness, including productive collaboration with business stakeholders
- Balance the CIO's dual accountabilities of enabling innovation and business transformation while operating IT efficiently and effectively
- Articulate key value drivers for the business, including how these drivers can be impacted by IT and other business functions
- Enhance their skills as executive decision makers, taking measured risks supported by high-quality value judgments
- Engage with the board effectively for their guidance and support

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The Leaders Beyond Value Proposition

- To learn critical skills to address real-life business challenges.
- To gain the ability to understand, collaborate and engage with anyone at any level of the organization.
- To gain the knowledge and insight to make a measurable and immediate impact on business outcomes.

Program Approach and Structure:

This in-class program uses a Reflective Practice Model and is delivered in two modules separated by approximately four weeks. The program follows the Leaders Beyond approach to Mentored Learning in which course presenters are recognized industry experts with long track records and broad experience. Each segment in the course includes team interaction, facilitator engagement, and structured exercises. In addition, the course includes:

- A CxO panel discussion
- A reality-based case study
- Formal, graded presentations to a senior executive

Agenda Outline:

Module 1	Session
Day 1	1. Introduction
	2. The Effective Leader – from Strategy to Implementation
Day 2	3. Innovation and Value Creation – Business Excellence and the Bottom Line
	4. Successful End-to-end Transformation
Day 3	5. Change management has changed – what should you do about it?
	6. Review and integration of Module 1 and preparation for Module 2
Module 2	**Session**
Day 4	7. Executive Panel Discussion: Real World Lessons
	8. Board Room Behaviours: Building powerful allies
Day 5	9. Case Study: Performing as a Senior Executive
	10. Program wrap-up and integration

Agenda Details:

Module 1 Session 1	Goal	Learning Objectives
Introduction	Understand the learning journey that this program will take you on and how to maximize it to advance your most important business and/or personal outcomes.	- Maximize your learning experience by knowing why the program is structured the way it is, and the role of the case study - Prepare yourself to leverage the experience of the presenters – industry experts who have "been there, done that" – and that of your fellow participants – other senior leaders who are facing the same challenges and opportunities that you are - Know what is expected of you as a program participant
Module 1 Session 2	**Goal**	**Learning Objectives**
The Effective Leader - From Strategy to Implementation	Organizations today aren't just impacted by technology – they're being driven by it. This session will examine how business strategy has evolved and how the CIO and IT are at the centre of the action. To be successful today, CIOs must be agile enough to ebb and flow with continuous technological change, meet internal and external customer requirements, align with key business drivers, and protect the strategic information assets of the organization. They need to be savvy leaders who can quickly interpret strategy and align and inspire their teams to achieve organizational goals.	- Understand strategic perspective, strategic thinking, and how to achieve maximum IT executive impact. - Understand the elements of strategic collaboration – an essential ingredient for program success. - Learn how to create a 'culture of excellence' in strategy implementation. - Understand the key leverage points to strategic success

Module 1 Session 3	Goal	Learning Objectives
Innovation and Value Creation – Business Excellence and the Bottom Line	Expectations of IT and the CIO are changing: evolving from operational excellence (which is still necessary, but no longer sufficient) to creating value for the business and for customers. It is critical for executives to have a complete and well-informed understanding of the business value equation and innovating. They must know what is important, how to measure it, and how to generate results.	• Understand: What does "value" mean to the organization and to its leadership? • Generate: What are the key value drivers? What drives value for the organization, and for its customers? How does IT contribute? • Measure: How do we measure IT performance? How do we measure value creation? • Communicate: How to assess and cascade an understanding of value creation through your team and through the organization
Module 1 Session 4	**Goal**	**Learning Objectives**
Successful End-to-end Transformation	Organizations are never static. Business and technology continually evolve, and at an ever increasing pace. IT needs to transform in order to support the business strategy. The innovation agenda is essential to organizational success – and to your success as a senior executive.	• Understand innovative approaches to transformation • A case study of an end-to-end transformation • Critical success factors of a transformative IT leader • Identify specific actions to take to become a transformational leader
Module 1 Session 5	**Goal**	**Learning Objectives**
Change management has changed – what should you do about it?	We operate in an age of fast-paced, constant, overlapping and disruptive change. Yet, organizations continue to rely on methods, mindsets and capabilities developed when the pace of change was relatively controlled; when the dust had time to settle before the next change. That era is gone forever. The time has come to disrupt change management. It must start in the C-suite.	• Better understand the new nature of change. • Explore the implications for businesses. • Identify and assess the critical gaps in your organization's current approach to change. • Build a plan to give the necessary impetus so that your organization adapts to the new nature of change.

Module 1 Session 6	Goal	Learning Objectives
Review and integration of Module 1	Module 1 wrap-up	Integrate the learning from Module 1 and prepare for Module 2

Module 2 Session 7	Goal	Learning Objectives
Executive Panel Discussion – Real World Lessons	The greatest strategy in the world will fall flat if you are not able to execute effectively. The panel discussion with a selection of CxOs and business leaders gives you the opportunity to hear critical success factors in execution from those who are in the field and making it happen today. What actions can you or should you take to make a difference? How and where do you start? What choices do you have (or not have) and how do you prioritize? This session is both a capstone for the program and a lead-in to the case study	- Develop and assess the steps you need to take to impart real change in your organization - Learn how to hold yourself accountable and really get things done - Assess your own gaps, and decide the education or skills you need to become a more effective executive - Build a step-by-step transition plan for personal success that is realistic and can truly be put into practice

Module 2 Session 8	Goal	Learning Objectives
Board Room Behaviours – Building powerful allies!	Boards and other oversight groups have a critical role in governing your organization, and knowing how to work with them effectively will be critical to your success – regardless of whether you interact with them directly or through others. Understanding boards and mastering the art of influencing them are skills that few people have a chance to learn before they enter the room. This session will help build these skills, avoid surprises, and ensure that your influence and effectiveness increase as a result.	- Understand the Board Mandate and the numerous challenges faced by board members. What do board members care about? What do they need to know? - Identify your opportunities to build power and influence – understanding how the board can help or hinder your success - Know how to build specific plans and approaches for presenting to boards and investment teams to get desired results - Anticipate common pitfalls and know how to avoid them.

Module 2 Session 9	Goal	Learning Objectives
Case Study : Performing as a Senior Executive	Through the case study exercise, participants have the opportunity to apply their learnings to solve business challenges more effectively, working as a strategic and innovative senior executive – a strong team builder and team player who is effective and impactful in adding value to the business.	- Demonstrate a knowledge and understanding of all key program concepts - Leverage the learnings from the program to solve a complex, reality-based case - Gain experience presenting to a Board Member or Senior Executive
Module 2 Session 10	**Goal**	**Learning Objectives**
Bringing it all together	**Program wrap-up and review**	**Review and integrate the learning from this program. Planning for the next steps in the real world.**

Faculty:

The faculty consists of an outstanding lineup of chief executives and senior private and public sector practitioners with a consistent track record of success in their individual fields. They are skilled and experienced leaders who know how to share their insights and expertise to accelerate the careers of technology leaders, preparing them for the next step on the corporate executive ladder. Note that faculty members are subject to change.

Karen Ryan, Program Director
President, OpenCapability Inc., former Vice President Management Consulting Practice, CGI
Karen is a strategic technology advisor and management consultant who has designed, developed, and transformed businesses in multiple industries. Her extensive background in operations, including technology transformations, has provided her a unique, pragmatic point of view. Karen is founder and president of two consulting companies, as well as advisor to several startups.

Rainer Beltzner
Board Director and Strategic Advisor; former Managing Director and Consulting Partner, KPMG
Rainer has a distinguished track record in providing information technology and business strategy advice and solutions to a broad spectrum of global clients over many years. As a Certified Corporate Director, chairman, president and CEO he has in-depth first-hand insight into the roles and functions of executive teams and boards of profit and not-for-profit organizations. He has designed and delivered numerous professional business courses for Canadian Universities and is a fellow of Chartered Professional Accountants Ontario and a

member of the Institute of Certified Management Consultants. He is also on the faculty of the Toronto Center for Mindfulness Studies and teaches the Mindful Self-Compassion program to business, health care and education professionals. Rainer is an avid car enthusiast, race driving instructor, competitive racer and automotive journalist.

Jim McDade
COO Aware360; former CIO Purolator Courier, Alberta Health Services and Ontario Workplace Safety Insurance Board

Jim has more than 30 years of experience as a provider and CIO in implementing and operating large scale, complex IT solutions for both the public and private sector. Following a 20+ year career at Accenture as the lead for the Canadian Public Sector Practice, Jim led many IT teams as CIO for Purolator Courier Ltd., CTO / CIO for Alberta Health Services and CIO for the Ontario Workplace Safety Insurance Board. Jim specializes in building and developing the capabilities of all employees, large scale business transformation, and strategy / business change execution. As COO, Jim is responsible for all operational activities, focusing on leading Aware360's positioning and growth in this rapidly evolving technology space.

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.

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 study-based approach:

- They learn critical skills to address real-life business challenges.
- They gain the ability to understand, collaborate and engage with anyone at any level of the organization.
- They gain the knowledge and insight to make a measurable and immediate impact on business outcomes.

Leaders Beyond™

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