Leaders Beyond™

Transforming IT Professionals into Business Leaders

Emerging IT Leader Program (5 Days)

Module 1: March 2-5 2020	**Module 2: April 2 2020**
Enroll: www.leadersbeyond.com	**Maximum Class Size:** 24 students

Novotel Toronto Centre, 45 The Esplanade

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: 1-day Leadership Effectiveness workshop, offered 30 days later.

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

Professor of Strategy & Cybersecurity, former Founding Dean of the 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.

Karen Ryan

President, Digital^Shift 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.

PROGRAM OUTLINE

Session 1
The Challenge of IT Leadership

Understanding the context of IT leadership is an important step in your leadership journey and we begin the program by exploring 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
Delivering Business Value through Technology

What is value and who gets to decide? Why is digital transformation making our life harder? What's so hard about delivering value and not just projects? In this workshop, you will:

- Explore how value is defined and how to achieve it in business through technology
- Examine the sources of project failures and the impact of a different outcome definition on success
- Create your own understanding of business value in your own organization

Session 5
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 6
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 7
Culture and Communication: Success is a Manner of Speaking

Who defines expectations and how do we manage them? How well do we know our own organization and its people? This session builds skills and confidence in how to better manage expectations and present our ideas clearly to obtain organizational understanding, buy-in and attention. Explore techniques and approaches that help technology professionals find their voice and be heard. In this workshop, you will:

- Describe how to formalize, then manage, expectations
- Identify the steps to clear, articulate and impactful message creation and delivery of ideas, projects or plans
- Practice the art of presenting to every level in your organization and position your message, request or proposal for understanding and acceptance

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.

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
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