



it leaders

Creating effective leaders to support business growth

2023



Executive Programmes:

IT Management

IT Leadership

Online Programmes

In-House Programmes

Welcome to IT Leaders

Developing leadership in IT teams

Successful technology leaders are always on the lookout for new ways to improve their own performance and that of their teams. The development of IT management and leadership skills is clearly an essential part of achieving this.

IT Leaders provides high-quality, practical training for technology managers. Our experience has been built up over many years, working with hundreds of IT professionals world-wide.

This brochure outlines the courses and other services we offer for the development of IT professionals.

IT Management Course

This 5-day programme covers business & IT strategy, project excellence, change leadership, communicating technology, advanced business relationship management, IT operational excellence, continual service improvement, crisis management and commercial IT management.

IT Leadership Course

Our flagship 5-day programme covers technology leadership skills and gives the inside track on what makes a top technology leader. Topics include personal leadership and branding, leading technology teams, building influence, technology innovation, IT to business alignment, top-level leadership, and more.

Online Programmes

The online programmes include best practice based on the *IT Management* and *IT Leadership* courses. The online courses comprise two 5-module courses and can be done remotely with tutoring via email, or interactively via online coaching seminars.

In-House Programmes

Innovative and original in-house management training courses for IT teams, run at the client's site or as part of an off-site conference or seminar. Courses are usually based on modules from the Executive Programmes, and include high-level influencing, business relationship management, technology team management, strategy, innovation and more.

Additional information on these courses is available on request from IT Leaders. IT Leaders reserves the right to update some of the course content from time to time in line with customer demand and industry developments. Delegates will be informed of any significant change to the programmes.



IT Management Course

The *IT Management* course takes managers to the next level, using proven IT management techniques and the experiences of 100s of IT managers. The course is suited to all levels, and typically includes those with PRINCE2, ITIL and other similar qualifications, and line managers looking to deliver exceptional IT performance. The course is continually updated to incorporate the experiences and lessons learned of previous delegates, and includes best practice in five key areas of IT management: IT strategy, project implementation, operational performance, crisis management and commercial acumen.



Day 1

Introduction to the *IT Management* course

The course starts with introductions, confirmation of delegate objectives, and outlines the five skills of our IT management model.

Business & IT strategy

Strategy defines future goals and maps the route to achieve them. Day 1 looks at business strategy in overview and IT strategy in detail.

Business strategy

- What is strategy?
- Solving the problems of business strategy
- Leading approaches to creating top-level strategy
- Case study 'Setting corporate direction'

IT strategy

- A proven process for IT strategy
- Aligning IT strategy to business priorities
- Balanced scorecard IT objectives
- Enterprise architecture in IT strategy
- Looking for a better way — optimizing IT strategy
- Strategic plans — plot on a page
- Communicating strategy

Day 2

Project excellence

Day 2 topics include advanced project, program & portfolio management.

- Validating project business cases using investment appraisals & sensitivity analysis
- IT project management wisdom — lessons learnt from successful and failed projects
- Effective project governance and reporting
- Project portfolio management guidelines

The first 90 days

- Making an impact — the first 90 days
- Strategic importance and tactical urgency
- Case study 'Priorities of the new IT director'

Business change leadership

- The emotional cycle of business change
- Guidelines for successful change projects
- IT's unique role in business change management

Day 3

Communicating technology

Day 3 looks at improving business relationship management and communication skills using a number of interactive and typical IT business relationship scenarios. The day uses a careful blend of acting techniques and business methods. It has been carefully constructed to be relevant and applicable to IT managers and has proven highly popular with delegates.

- The art of communicating technology
- Presenting IT to non-technical audiences
- Creating a compelling technology message — IT's elevator pitch
- Handling difficult (IT) situations — forum theatre and role play

Business relationship management

This module looks at some advanced techniques for improving the relationship between business sponsors and IT managers, supporting better project delivery and improved IT services.

- Business relationship scenarios
- The POSTMAN technique for identifying priority business requirements
- The advanced use of questioning strategies — opening and closing dialogue
- Methods of influencing outcomes

Day 4

Continual service improvement

This session looks at a number of techniques in overview, including ITIL, Six Sigma and Lean IT and the relative merits of each one. The key principles are brought together in a highly successful, interactive, and stimulating case study.

Teams of delegates put together plans and ideas for transforming a case study organization. The exercise emphasizes skills in continual improvement, operational excellence, innovation and delivering to business priorities.

Topics include:

- Continual Service Improvement (CSI) models
- An overview of different frameworks, including ITIL, Six Sigma and Lean IT
- Techniques of root cause analysis
- CSI examples and guidelines

Crisis leadership

All technology leaders need to manage crisis situations at some time. This module focuses on the essential skills for resolving crisis situations.

- Preparing for major (technology) incidents
- Managing major incidents
- Leading in crisis — the art of communication
- Role play 'Handling difficult situations' — media simulation

Day 5

Commercial acumen

This module provides a short but highly valuable overview of some key commercial techniques that will make significant difference to the successful delivery and operation of IT services.

- Making good decisions
- Avoiding supplier pitfalls
- Choosing good technology partners
- Creating a culture of partnership
- Harnessing vendor innovation

Essentials of IT contracts

An overview of the different types of IT contract to provide guidance for legal representatives to deliver good IT outcomes.

- Contract guidelines for successful IT
- Getting what you want from your legal team
- Designing contract flexibility
- Managing IT contract portfolios

IT negotiation strategy

IT managers are often negotiating high-value contracts and yet, shockingly, our research has found that less than 20% of IT managers have had any training in this area. The skills developed on day 5 have been shown to offer massive benefits to IT organizations.

- Creating a negotiation strategy
- Rational supporting arguments
- Agreeing final positions and BATNA
- Negotiating as a team
- Delivering better negotiated outcomes
- Negotiation role plays and case studies

Course close

- An action list for the future
- Staying connected
- Wrap up

IT Leadership Course

The *IT Leadership* course is first and foremost a practical and interactive course. It combines our own experience with that of over 1,000 clients and delegates and has identified the most valuable lessons on the road to delivering exceptional IT leadership. Delegate feedback has allowed us to tune the course, delivering a proven combination of models and guidelines, supported by carefully designed, enjoyable and interactive role plays, case studies and team exercises.



Day 1

Introduction to *IT Leadership* course

The course starts with introductions and confirmation of delegate objectives.

- What makes an IT leader?
- Five key leadership skills

Personal leadership

Daniel Goleman's model of emotional intelligence emphasizes personal leadership — our ability to understand ourselves and achieve our best.

- How leaders optimize their time and activity
- Secrets of successful CIOs
- Leadership opportunities for IT managers
- Building and maintaining reputation
- Developing a personal brand

Leadership profiles

We use a proven leadership model to help IT managers identify their leadership and management style and use it effectively. The model looks at how we make decisions and assimilate information, and we show how to use it as a highly effective tool of persuasion and influence.

- Styles of leadership
- How we assess situations
- How we make decisions
- Understanding your leadership profile
- Recognizing leadership styles in others

Day 2

Peer leadership — building influence

IT is at the heart of all business and has a key role to play in many of the key corporate and political decisions. Using the work from day 2, we look at how to build strong business relationships in the business and increase our circle of influence.

- Techniques for building influence
- Adapting your style to influence others
- Leadership and motivation
- Authentic leadership — acting with integrity

Peer leadership — corporate politics

This module examines the effect of corporate politics on IT success, using guidelines from Dr Robina Chatham's book, "*Corporate Politics for IT Managers*." Delegates learn specific techniques to raise their profile and personal brand.

- Corporate politics — the inside track
- Developing successful networks
- A model for political success
- Growing your sphere of influence
- A political game
- Case study 'The Runaway Project'

Day 3

Team leadership profiles

Part one of our team leadership module examines how to build effective teams based on a knowledge of the team's behaviours and leadership profiles.

- Team leadership styles
- Assessing your team's profile
- Identifying team strengths and weaknesses
- Structuring the IT organization
- Maximizing performance

World Class IT teams

Our "World class IT" model has been 5 years in the making, and identifies the key stages in the development of top performing IT teams.

- The formula for world class IT
- Selecting and motivating top IT talent
- Creating and fostering team spirit
- SFIA — The skills framework for IT
- Coaching and developing staff in real time
- Identifying and resolving team problems

Day 4

Innovation leadership

IT leaders need to be at the forefront of technical innovation. Day 4 takes delegates through the technology innovation process with techniques for fostering creativity, brainstorming new ideas and plotting technology vision.

- The process of innovation
- Creating a culture of innovation
- Developing a creative mindset
- Innovating with business stakeholders
- The innovation workshop
- Identifying problems and generating ideas
- The importance of technology in innovation
- Case study 'Innovating in industry'

Technology vision

- Creating a vision for your IT organization
- Plotting a technology roadmap
- Predicting the business impact of technology

IT to business alignment — reality

Our IT to business alignment model is a proven process for delivering business results and enhancing the perception of IT.

- A process model for IT to business alignment
- Alignment through good governance
- Technology governance structures
- Using governance to improve results
- Case examples of governance models

Day 5

IT to business alignment — perception

- Managing and enhancing IT perception
- Alignment through people
- Creating a campaign of influence
- The importance of IT's brand
- Aligning reality and perception
- Bringing it all together — a business alignment game

Corporate leadership

This module focuses on corporate leadership and the high-level role of senior IT executives. It is based on research and interviews with CIOs and technology leaders from around the world.

- IT leaders at board level
- The responsibilities of IT corporate leadership
- What CEOs look for in their CIOs
- The changing role of the CIO
- A role model for corporate IT leadership

Course close

- The plan going forward
- Wrap up (typically 3 p.m.)



Online Programmes

We have now been running our online programmes for over five years. In that time, we have been improving the course materials and the way we deliver them. As learning technology advances, we now use a combination of carefully narrated e-learning presentations combined with relevant practical exercises. This allows delegates to study on the move, using mobile devices. Our course feedback suggests this gives the best learning solution, giving the clearest delivery and the most flexibility.

Both the *IT Management* and *IT Leadership* courses are available as online programmes. We have two certification routes:

- Completion certificates are awarded to delegates who complete all the course modules.
- Advanced completion certificates are awarded to delegates who successfully complete all the assignments. (Advanced completion certification is available at additional cost.)

The live webinars run from March to June and October to December. Although most delegates join at the formal start date, you are free to join the programme at any time.

We can provide company-specific versions of the course where 4 or more people want to attend from the same organization.

Please note that these e-learning presentations are continually updated and the subjects can change from time to time. If specific content is particularly important to you, please check with our sales team.



Workbook

At the beginning of the course, delegates are issued with a workbook, which provides guidance on all aspects of the course, including a full course narrative, reading suggestions and templates for assignments. Delegates also receive a complimentary copy of the corresponding book, “*Excellent IT Management*” or “*Excellent IT Leadership*”.

Learning management system

Course materials are held in our learning management system (LMS). Key presentations are presented through e-learning, explaining the key concepts clearly at the online delegate’s convenience.

Live webinars

These live and interactive webinars are arranged for small groups of delegates. Delegates may be required to complete assignments ahead of the seminars to make this time as productive as possible. The seminars are ideally suited to question and answers related to course materials or work situations. The course tutor will typically summarize the key aspects of the upcoming module and give guidance for the next webinar.

Assignments

Although some assignments are optional, participants are encouraged to complete a number of assignments as part of the course. Where possible, we encourage delegates to use real-life situations that relate to their own work to make this as realistic and practical as possible. Completion of ten key course assignments entitles the delegate to apply for the accreditation (available at extra cost).

Reading

The LMS and course modules guide delegates to our recommended reading list and review different topics. The reading list includes relevant business and technology books and articles.

Additional materials

A number of additional online materials are available to delegates, including training videos, software tools and online assessments. Some of these are chargeable in addition to the course fee.

The online programmes are based on the Executive Programmes, *IT Management* and *IT Leadership*. The following is a summary of the e-learning modules for the two courses:

Online IT Management Programme

Module 1	Module 2	Module 3	Module 4	Module 5
IT strategy <ul style="list-style-type: none"> • Introduction to strategy • Creating top level (business) strategy • A process for developing IT strategy • Optimizing and communicating IT strategy 	Project management <ul style="list-style-type: none"> • Project business cases • Project management guidelines • Business change leadership • Managing a portfolio of projects 	Operational excellence <ul style="list-style-type: none"> • Continual service improvement • ITIL, Lean IT and six sigma • Operational decision making • Getting the most from your vendors 	Crisis management <ul style="list-style-type: none"> • Preparing for a crisis • Risk management • Guidelines for managing crises • Problem solving under pressure 	Commercial acumen <ul style="list-style-type: none"> • IT sourcing strategy and sourcing guidelines • What IT managers need to know about contracts • Negotiating effective IT agreements • Finance for IT managers

Online IT Leadership Programme

Module 1	Module 2	Module 3	Module 4	Module 5
Personal leadership <ul style="list-style-type: none"> • Planning for IT leadership success • The qualities of effective CIOs (from our on-going research) • How to make a difference as an IT leader • Emotional intelligence for IT managers 	Leading IT teams <ul style="list-style-type: none"> • A model of World Class IT Teams • Three steps to building a more effective IT team • Handling difficult situations • Coaching for top performance 	Politics & influence <ul style="list-style-type: none"> • Recognizing leadership type • Corporate politics for IT managers • Creating campaigns of influence • Business relationship management 	Technology & innovation <ul style="list-style-type: none"> • The process and culture of innovation • Techniques for creative problem solving • A technology roadmap to the future • Communicating technology 	Corporate leadership <ul style="list-style-type: none"> • Aligning IT to business priorities • Setting up and managing effective IT governance • Building and promoting your personal brand • Charting your career to the next level

In-House Programmes

Leadership training tailored for your IT team

IT Leaders runs in-house programmes for clients, either as stand-alone workshops, or as part of an on-going programme of development. We provide highly motivational programmes to suit individual client requirements. The modules below are examples from previous client programmes. The programmes are usually run on-site, for example as an addition to regular team meetings, or as part of an off-site course. Either way, we guarantee that the end result will meet your specific requirements and deliver real benefits for the business.

Technology Leadership

This programme develops key leadership and influencing skills for senior IT professionals, using an emotional intelligence approach. We review how to present concepts to senior executives, influence IT decisions made outside IT, and how IT executives can raise their profiles in the wider market.

Corporate Politics for IT Managers

This programme puts organizational politics into context and demonstrates the importance of building trust, illustrated with case studies and a 'political game'. We examine how to achieve long-term success and how teams can achieve 'win-win' outcomes. This programme is run by Dr Robina Chatham, author of the book "Corporate Politics for IT Managers."

Negotiation and Sourcing

This 1-day course provides an overview for IT managers to create better deals for the company, improving existing contracts and negotiating new ones. Attendees will acquire an understanding of leading negotiation techniques and strategy. We also examine the components of successful contracts that create a 'win-win' for customers and suppliers.

Business Relationship Management

This course develops communication and relationship-building skills, understanding how to work with the business to properly develop new business ideas and requirements, and translate them into action. It uses leading techniques from the world of sales including campaign management, questioning and listening techniques, presenting options, handling objections and gaining commitment.

IT Strategy and Innovation

IT Leaders is an innovator in the development of IT strategy. This programme enables organizations to develop technology strategy aligned to the business goals, using our best-in-class strategy templates. Our innovation engine helps companies identify new and better ways to solve problems.

International Teams

IT Leaders has worked with many international clients in Europe, Asia, North America and Africa. Using our extensive experience of the difficulties of working cross borders, this programme helps teams develop a common identity and to work more effectively across country, language, cultural and time boundaries.

Projects, Programmes and Change

This course takes a stimulating look at different techniques for managing both small projects and large programmes. We use interactive and innovative exercises techniques to help delegates visualise the future and the impact of change.

High-Performing Teams

Successful teams often need little encouragement to develop effectiveness. IT Leaders provides facilitation and a framework for high-performing teams to review their current modes of operation and look for innovative ways to improve performance. Programmes are tailored for the client and topics vary.

Improving Customer Satisfaction for IT Services

This 1-day course develops the skills to provide the highest levels of customer satisfaction when delivering IT services. We look at the help desk and desk-side processes, examining how customers perceive customer satisfaction and develop the specific skills to improve it.

Many other courses are available on request, including any of the modules from the Executive Programmes. In-house courses can be delivered on all continents. Please contact IT Leaders for more details.

Course dates

IT Management

5-day course, £4,050 +VAT

5 - 9 June 2023

6 - 10 November 2023

IT Leadership

5-day course, £4,350 +VAT

12 - 16 June 2023

13 - 17 November 2023

IT Leaders Training Passport

The IT Leaders Training Passport can be purchased at the special price of £6,700 +VAT and includes one place on both the *IT Management* and the *IT Leadership* courses.

Course dates correct at time of publication. There might be additional course dates on our website: www.itleaders.co.uk

Additional information on these courses is available on request from IT Leaders. IT Leaders reserves the right to update some of the course content from time to time in line with customer demand and industry developments. Delegates will be informed of any significant change to the programmes.

All courses are run at Greenlands, near Henley on Thames. Prices are subject to IT Leaders terms and conditions and exclude accommodation costs.

Delivering excellence

IT Leaders provides world class leadership training and coaching based on many years of experience from helping a broad range of clients. Feedback from our courses is very positive — our average overall feedback score is over 90%. Here is some of the feedback we have received from recent delegates:

“This programme was presented brilliantly and in good detail. All the information received was very relevant to the topics that were discussed.” - Parliamentary Digital service

“Very relevant and very enjoyable, presentations were engaging.” - Moore Stephens LLP

“Excellent, David is a good trainer presenter, good pace and very clear, pleasure to work with!” - AB Enzymes GMBH

“A very good course, that provides the Tool Box for IT managers to use in their daily duties.” - Forterra

“Fantastic presenter, obviously well experienced and encouraged everyone to share their own experiences etc. which is very valuable, lots of activities to engage in.” - Bowman Power Group

“Excellent, learned a lot and enjoyed it! David brings a wealth of experience and real life insight” - W Grant.



Additional information

For any additional information, please contact:

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Enrolment

You can enrol on any of the courses outlined in this brochure by:

Telephone: +44 (0)1491 578688
Email: info@itleaders.co.uk
Webform: www.itleaders.co.uk

