



IRISH  
MANAGEMENT  
INSTITUTE



# Leadership Development

Programme for ICT  
Professionals in the  
Southern Region



Executive Education  
Ranking 2019

**it@cork**



# Leadership. It's more than a job – it's a mindset.

## It's the capacity to inspire, empower and create new possibilities.

IMI's mission, and passion, is to equip leaders to build the future. Founded by business leaders for business leaders, we've been empowering world-class executives for over sixty years.

Our globally ranked executive development will challenge, support and inspire you to unlock your potential and fulfil your ambition.

Surrounded by passionate, like-minded executives, you'll be equipped with the tools and insight to shape the future of your organisation.

**IMI. Inspiring leadership performance.**

## Who is this Programme for?

The programme is primarily focused towards ICT Professionals who are technology experts and who are now required to develop leadership skills. They have reached an inflection point in their career and need to embrace a wider set of leadership skills that complement their technical expertise. They need to show a broader business curiosity, strong business acumen and develop the leadership skills needed to drive the organisation forward.

Other participants will be:

- Individuals recently promoted from an Individual Contributor to a Team Leader role
- Team leader with a scaling team or function, or within a scaling business area
- Aspiring leaders or those identified as having high potential for promotion to leadership roles
- Experienced leaders who have joined from other sectors who would benefit from deeper insight into global tech leadership in this sector

## Overview

**As per the Project Ireland 2040 for the Southern Region report, a competitive, innovative and resilient enterprise base is essential to provide the jobs and employment opportunities for people to live and prosper.**

The ICT sector in the Southern Region has some unique challenges around the area of Technical Leadership. The sector requires leaders who can think and act globally. Professionals within the industry are required to be able to smoothly transition from the role of Individual Contributor to both technical and business leader. They need to develop core leadership skills such as agility, communication, influence and persuasion, the ability to 'think big', a strong executive presence and a performance mindset.

IMI conducted an in-depth focus group with leaders from the ICT industry in Munster to explore key challenges and opportunities facing leaders in the sector. The focus group found that certain leadership skills tend to be lacking in a technical operating environment. These include scaling for growth, finding and retaining talent, translating vision into action, stakeholder management and becoming empowered and confident business leaders.

These leadership skills are critical as we operate in a VUCA (volatile, uncertain, complex, ambiguous) environment. Achieving the ambitious employment targets in Project Ireland 2040 in the context of increased global uncertainty and technological disruption, underlines the importance of building competitive regional clusters and generating an uplift in enterprise export competitiveness to secure sustainable jobs and growth.

An industry-led initiative, this IMI programme design correlates with these objectives by closely working with industry to identify the real challenges facing you, while providing an experiential leadership programme to drive this required growth mindset.



## Your Industry spoke – we listened

The Leadership Development Programme for ICT Professionals in the Southern Region was designed in consultation with industry to directly address your challenges. During a series of engagements, focus groups and interviews with leading figures across the sector, core issues that specifically relate to these types of firm in this sector include:



**Influence** and communicate better within a global context of a technology firm



Strategic **Vision** and strategy execution in a technology environment



Understanding **Priorities** – technical challenges vs organisational priorities



Navigate **Ambiguity** and uncertainty



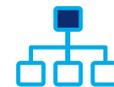
Outside-in **Commercial** strategy for cultural change



Empowerment and **Confidence** in leadership decision making



Enhancing core **Leadership** capabilities and understanding of their leadership style



Optimising **Stakeholder** management internally and externally



The need to **Transition** from an Individual Contributor to the organisational leader



Nurture and engage vital **Talent** and their capabilities



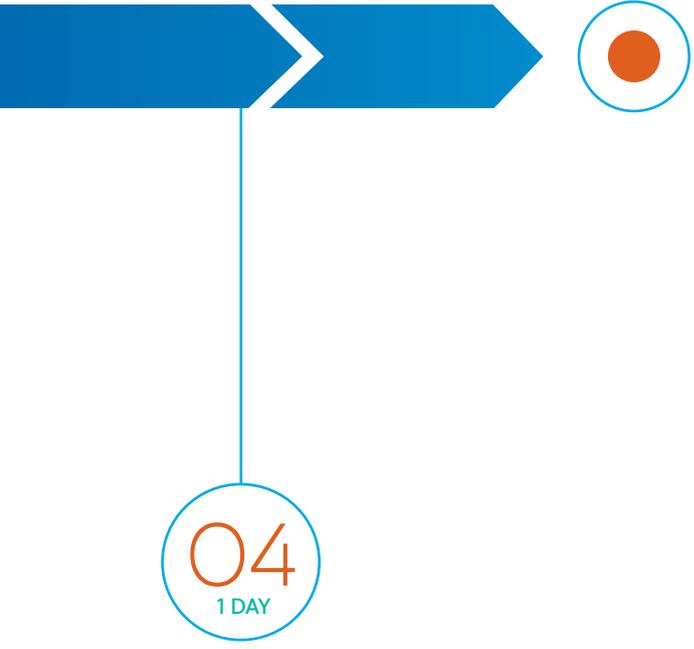
**Collaborative** leadership skills in a project-centered environment

# Programme Journey

**The Leadership Development Programme for ICT Professionals in the Southern Region will develop participants' mindset to become true leaders in a tech space.**

By advancing their leadership style, fusing it to an ability to manage strategic agendas with the best talent, participants will be able to lead their organisation into the future.





## Stakeholder management

Being able to influence and persuade your stakeholders is key to your success as a leader. The ability to navigate ambiguity will depend on their trust in you, the leader. Effective understanding of these stakeholders, along with their triggers and expectations will all be factors in your success.

# Programme Elements

The programme would be conducted over a 7 month timeline and include:

## A Programme Launch and 4 interactive workshops.

The workshop format is two workshops of 2 days and two workshops of 1 day (6 days in total with a 2 hour launch webinar).

Each workshop involves the sharing and discussion of leading thinking and best practice by a thought leader in the relevant theme, extraction of key learnings for Tech Leaders, a practical session applying these learnings to relatable scenarios and articulation of individual and company takeaway actions.

## In-company 'Experimentation'

To ensure translation and application of learning and action plans into practice, participants will be asked to conduct and report on formal 'experimentation' in the workplace. Experimentation involves actively testing out models, skills and behaviours from the workshops and fine-tuning them for continued practice. The experiments are self-managed and can be individual or group based. Participants will be asked to share learning and impacts with programme peers and in-company managers/sponsors.

## Eco 'Leadership Circles'

These events leverage the it@cork Skillnets ecosystem. They are moderated network events for this cohort that take place between workshops. An experienced facilitator guides the network group to explore a shared, sector-specific leadership challenge and decide on some common recommendations, actions or experiments

## Mini-Masterclasses

The programme will include a number of mini-masterclasses from an expert panel of ICT professionals, experienced in a broad cohort of leadership topics.

## Programme Outcomes

- Position and understand their roles as leaders in the broader context of business value
- Take ownership with confidence of their leadership responsibilities and create followership among their teams and reports
- Translate strategy into meaningful action and movement through clear and strategically aligned decision making around technology, people, innovation and change
- Learn how to balance operational thinking and action with strategic decision making
- Identify vital talent and capabilities, and plan how to attract, develop and retain these in the competitive environment of technology
- Build networks across the organisation, the ecosystem of technology and wider industry

## Organisations will benefit through

- Enhanced essential leadership capabilities that build on technical acumen while developing the role of the tech leader
- People leaders who can lead people and teams, and understand their leadership style, its impact and the power of followership
- Leaders that can adopt a vision in their technology firm and strategically manage the success of that vision
- Leaders with the capacity to manage their stakeholder ecosystem, and affect a greater level of influence with global stakeholders

## The Leadership Framework

To amplify the practice of leadership that is more open-minded, agile, collaborative and opportunistic, the Programme will develop the leadership characteristics of the participants across four broad frameworks:

### The Storyteller

Sees the big picture and gives it meaning, with the ability to translate the complexity of working in a tech environment into clarity for others.

Understands how to build a vision for the organisation and create a narrative that inspires others to follow.

### The Collaborator

Builds a networked organisation by collaborating across boundaries. Capitalises on diversity within the tech space and creates partnerships that drive performance.



### The Tech Leader

Has a clear and deep self-awareness and navigates according to an ethical and values-driven compass.

### The Creative

A leader that 'thrives on the possible' by seeing opportunities within the challenges. Nurtures creativity and innovation within the tech space with a calculated tolerance of failure. Translates ideas into solutions and scales for success.

### The Champion

Leads change with confidence, authenticity and resilience. Steers a successful and future fit tech business and leads a brand that connects with all stakeholders.

# Programme Features



Leadership circles



In-company workshops



Guest speaker sessions

# Programme Team

A team of IMI senior expert associates and thought leaders will contribute to this programme ensuring that participants get the very latest insights from a diverse panel of experts within the ICT industry.



## Programme Director: Kevin Quigley

Kevin has been involved in learning, leadership and management development, technology and innovation for the past 30 years. He is an associate faculty member of the Irish Management Institute specialising in Leadership Development, Leading Change and Change Management.

During his tenure with Intel, Kevin led the development and implementation of Intel Ireland's Leadership Program. He also served as consultant to Intel Ireland's Innovation Centre on a variety of projects and led the development of an innovative Leadership & Management Web Portal that aligned competency based individual development plans with organisational needs. He has also worked extensively in the areas of Emotional Intelligence, Change Leadership/Management, Team Development, and in launching and facilitating strategic project teams.



## Bernard Marr

Bernard Marr is a leading global authority and best-selling author on organisational performance and business success. In this capacity he regularly advises leading companies, organisations and governments across the globe, which makes him an acclaimed and award-winning keynote speaker, researcher, consultant and teacher.

Organisations he has advised include Accenture, Alliance Boots, Astra Zeneca, Bank of England, Bank of Ireland, Barclays, BP, DHL, Fujitsu, Gartner, HSBC, IBM, Mars, Ministry of Defence, Microsoft, Oracle, The Home Office, NHS, Orange, Tetley, T-Mobile, Toyota, Royal Air Force, SAP, Shell, and the UN.

Prior to his role at the Advanced Performance Institute Bernard held influential positions at the University of Cambridge and at Cranfield School of Management. Today, he also holds a number of visiting professorships and serves on the editorial boards of many leading journals and publications including the Business Strategy Series.

Bernard's expert comments on organisational performance have been published in a range of high-profile publications including the Financial Times, the Sunday Times, Financial Management, the CFO Magazine and the Wall Street Journal.



## Anna Connolly

Chartered Work and organisational psychologist with a strong business background in the ICT industry. Anna has worked in senior management roles with Ericsson in their 'Global Service Delivery' and 'Learning Academy' divisions. She has managed and coached high performing teams delivering to global key accounts such as Vodafone, BT and O2. Anna now specialises in the area of leadership development, decision making and managing high-performing teams and is qualified in the use of psychometrics. In her role as chartered organizational psychologist, Anna has worked with tech and pharma companies most notably Pfizer, VMWare, and Microsoft partners.



## Dr Ben Warren

Ben is an experienced ICT professional with a background in leading complex IT teams while developing and delivering digital strategies and transformation projects. Responsible for the fostering of collaboration across the international units for active steering of key strategic IT projects including Robotic Process Automation (RPA) and Artificial Intelligence (AI). He has management experience working as part of global executive teams in Arvato, Bearing Point and Siebel Systems. Some of the projects he has managed include commercial and strategic plans to back growth, change management, and mergers and acquisitions opportunities. Strong communicator with a record of developing good relationships with customers and suppliers at an executive level as part of consultancy, project and sales engagements.

# Programme Partners

**it@cork**

**it@cork**



## it@cork Skillnet

Founded in 1997, it@cork technology cluster is one of Ireland's most established and connected technology clusters. it@cork is a member led organisation representing over 220 companies from the technology sector in the southern region of Ireland. We work with technology companies in the region from the start up, SME and MNC sectors.

We are a not for profit organisation that works with academia, private sector and state promotion agencies to promote Cork and the southern region of Ireland as a centre of excellence for the technology sector.

it@cork is also a member of the European Cluster Collaboration Platform (ECCP) and is active in collaboration opportunities with other European technology clusters.

it@cork manages it@cork Skillnet which is funded by Skillnet Ireland and member company contributions. Skillnet Ireland is funded from the National Training Fund through the Department of Education and Skills. it@cork Skillnet offers a broad range of upskilling and development opportunities to address the varied training needs of member companies, who operate at all levels across the IT sector and beyond.

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### Programme Duration

4 Modules / 6 Days

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### Start Date

The programme will commence in **late May**.

### Programme Fee

Unsubsidised Fee: **€4,000**.

Due to the current Covid19 crisis, it@cork Skillnet has made the decision to offer member companies greatly reduced rates for this programme, in order to support our members' leadership development during this crucial time.

To avail of these subsidised rates on the programme, please contact: Annette Coburn, Network Manager  
it@cork Skillnet Email: **Skillnet@itcork.ie** or  
**086 084 8704**

**imi.ie**

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### Further Information

For further information about the Programme, please contact:

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