

# IT LEADERSHIP PROGRAM

Module 1: November 20–23, 2018

Module 2: January 22–24, 2019

Module 3: February 26–27, 2019

ESMT Berlin

**DEVELOP YOUR LEADERSHIP CAPABILITIES TO  
DRIVE YOUR ORGANIZATIONS FORWARD  
IN THE USE OF DIGITAL TECHNOLOGIES**



**Executive Education  
Ranking 2017**

**The most recent international rankings  
confirm the program excellence at ESMT**

*Financial Times* ranks ESMT 8th worldwide in  
executive education and number one in Germany



JOE PEPPARD, ITL Program Director

# ITL FACULTY

## JOE PEPPARD (PROGRAM DIRECTOR)

is a visiting professor at ESMT Berlin and Principal Research Scientist, Center for Information Systems Research at MIT Sloan School of Management. Additionally, he is an adjunct professor at the University of South Australia.

With his reference discipline in information systems, Joe researches, teaches, and consults in the domains of IT leadership, digital strategy and innovation, the execution of digital transformation programs, and in the role, structure, and capabilities of the IT unit in contemporary organizations. In an industry powered by fear, uncertainty, and doubt, and where hype is all too common place, he seeks to help business and IT leaders make sense of it all and navigate an appropriate route through what is an increasingly complex landscape. His research focuses on contemporary issues and challenges that managers face in an environment of accelerating technological change.

Findings from his studies have been published in leading journals such as the *European Journal of Information Systems*, *MIS Quarterly Executive*, *MIT Sloan Management Review*, and *Harvard Business Review*. He is associate editor of the *International Journal on IT/Business Alignment and Governance*, and an editorial board member of the *European Management Journal*, the *Journal of Strategic Information Systems*, and *MIS Quarterly Executive*.

In his consulting, Joe has worked closely with senior executives and board members of large, complex organizations in both the public and private sectors, advising them on IT and strategy-related matters, leveraging information, and on how to unlock business value from their IT investments. He also works with a number of technology companies by helping them with their strategies, market positioning, and growth.

# TUITION\*

€9,500

Program prices are net prices. Value-added tax will be added where it is legally required. Deductions for items such as banking fees, withholding taxes, or cash discounts for prompt payment are not possible.

According to Art. 132 (1) i of the Council Directive 2006/112/EC of 28 November 2006 on the common system of value added tax, this service is exempt from VAT.

\* Tuition includes all program material, on-campus meals, and selected evening events.

For general terms and conditions go to:  
[www.esmt.org/gtc](http://www.esmt.org/gtc)

## WHO SHOULD ATTEND

Executives responsible for IT, IT managers with leadership ambitions, CIOs, and IT executives seeking an extra edge.

## INDIVIDUAL KEY BENEFITS

Participants will expand their knowledge and enhance their personal performance as effective IT leaders. While developing leadership capabilities to advance their careers, they will learn new essential skills and competencies. This, in turn, will help shape strategic direction, drive innovation, and optimize the value that organizations derive from IT. Finally, the program offers access to a lifelong learning network.

## ORGANIZATIONAL BENEFITS

Participants' organizations will benefit from the immediate impact of assignments between modules by offering opportunities to apply theories and frameworks. Teams and companies will gain valuable exposure to leading-edge practices, models, and ideas for immediate implementation. Thanks to improved organizational effectiveness, IT will continue to add greater value to the organizations.

**M**ost organizations today are fundamentally dependent on their IT systems. Few could survive for very long without them. It is ironic, then, that most companies are also dissatisfied with the value and contribution that IT is making to their businesses. Blame is usually laid at the door of the company's IT leader. ESMT research reveals that many are struggling to develop the kind of leadership necessary to drive their organizations forward in the use of IT.

The IT Leadership Program (ITL) provides the knowledge, skills, and tools needed to be a successful and dynamic IT leader. The underpinning philosophy of this program is that chief information officers (CIOs) and IT directors are first and foremost business leaders, albeit with special responsibilities for IT. By the end of the program, participants will have developed leadership capabilities that will help them to shape a strategic direction, drive innovation, and optimize value from digital investment. They will also have the confidence to operate effectively in the C-suite.

## TOPICS INCLUDE

- ✓ Being a business-focused IT leader
- ✓ Taking charge as an IT leader
- ✓ Navigating the organization's political landscape
- ✓ Influencing and communicating with key stakeholders: building consensus
- ✓ Thinking strategically and having strategic conversations
- ✓ Growing great performers and building a leadership team
- ✓ Developing and aligning information, systems, and IT strategies with business drivers
- ✓ Building a digital strategy
- ✓ Designing a workable IT governance structure
- ✓ Defining business operating-models and enterprise architecture
- ✓ Setting up and running projects that deliver real business benefits
- ✓ Driving innovation with digital technologies
- ✓ Building and managing an IT investment portfolio
- ✓ Tackling the leadership challenges of being a CIO
- ✓ Leading digital transformation

## METHODS

We have designed an experience-based program for executives. As a result, ITL relies on methods specifically chosen for this group, including business cases, interactive lectures, discussions with peers and faculty, group work, plenary discussions, exercises and intramodular assignments, and coaching provided by faculty.

# ITL PARTICIPANT GROUPS

### REPRESENTATIVE JOB TITLES OF FORMER PARTICIPANTS INCLUDE

CEO, Chief Information Officer, Director, General Manager,  
Head of Business IT Solutions,  
Head of Data Centre Infrastructure,  
Head of IS Applications,  
Head of IT Investment & Operations Projects,  
Head of Market Data Services,  
Head of Portfolio Management,  
Head of Wholesale Front & Middle Office Solutions,  
IT Program Development Manager,  
IT Service Delivery Manager, Senior Manager,  
Transition Manager, Vice President

### COMPANIES REPRESENTED INCLUDE

AdEx, Allianz, Archtexx Consulting, Basler, Bayer,  
Computer Warehouse Group, CORIVUS, Deutsche Bank,  
EF Academy, E.ON, European Commission, Gasunie,  
Gravis Bulgaria, MAN, Ministry of Education of Timor-  
Leste, Ruhrverband, thyssenkrupp

### COUNTRIES REPRESENTED INCLUDE

Belgium, Bulgaria, Czech Republic, Germany, Italy,  
Luxembourg, Morocco, Nigeria, Romania, Switzerland,  
Timor-Leste, United Kingdom, United States

# POSTGRADUATE DIPLOMA IN MANAGEMENT – YOUR RETURN ON INVESTMENT

The Postgraduate Diploma in Management is a university-level certificate offered by ESMT Berlin. To acquire this diploma, candidates have to enroll for a minimum of three program weeks (18 days) spread over a period of 30 months. The postgraduate syllabus covers all major topics on leadership and general management.

We have further divided the course of study into three tracks: Leadership and Social Responsibility, Managing Technology, and General Management. The tracks allow participants to customize their course of study to suit their personal needs.

The programs have been designed – and will be led – by ESMT faculty members and ESMT visiting faculty, who will also advise participants throughout their studies. Programs are offered in both German and English.

Tuition fees vary, depending on the number of programs participants choose.

The IT Leadership Program is part of the cluster Leadership and Social Responsibility and counts toward 9 of the 18 days necessary to gain the diploma.



For more information go to:  
[www.esmt.org/postgraduatediploma](http://www.esmt.org/postgraduatediploma)





This course was fantastic. I really appreciated the examples and explanations. I started using the handouts right away – absolutely helpful for senior management discussions.

*Jens Riegel, Director IT and Process Management,  
Lohmann SE, Mittelstand CIO of the Year, 2016*



### ADMISSIONS MANAGER

Our admissions manager, Annabell Jahr, will be glad to answer any questions you might have regarding this program.

+49 30 212 31 8049  
annabell.jahr@esmt.org



### PROGRAM MANAGER

With respect to the program's organization and your accommodation during the program, please contact the program manager, Lilit Gasparyan.

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lilit.gasparyan@esmt.org

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