Technology executives no longer merely support change, they lead it. Yesterday’s IT executive must transform into today’s architect of business strategy and organisation for the information age. Organisations across the globe are depending on their technology leaders to create value, drive results, and leverage disruptive innovation. The programme previously known as the CIO Pocket MBA has been radically reimagined to reflect this changing digital business environment.

As a participant in the programme, you will engage in intense interaction with your technology executive peers. You will learn from the best practices of top global companies how they create value through technology. You will identify, weigh and communicate the strategic competitive advantages shaping information technology today and how you can use this to maximize the return on your organisation’s current assets of information systems.

Who should attend the course?

The programme is designed for new CIOs, up-and-coming CIOs, CTOs and senior technology managers. Participants will hone and build upon their portfolio of management and technology skills while assessing the business impact that technology can bring to large organisations.

CIO Development and Boston University

London based CIO Development has a long standing partnership with Boston University and has been offering its programmes to European technology executives since its inception.

Completing the full programme with CIO Development includes leadership development and career boost supplements to the core Boston 4-day course to meet the needs of our ambitious technology executive participants. This comprises career diagnostics, white paper and debrief, goal-setting interview before attending Boston, a career implications and outcomes discussion after returning and a career coaching conversation approximately 3 months after the programme.

The key objectives of the overall programme are to identify, weigh, and communicate the strategic competitive advantages that shape today’s technology agenda. The curriculum blends the technical and non-technical and evaluates technology from innovation and business perspectives. Participants identify opportunities to increase business value and consider pioneering methods for integrating technology into the structure and culture of their organisation. Emphasis is placed on maximizing current IS assets in addition to redesigning organisational infrastructure, strategy, and culture.

You will explore the best practices of top global companies in creating value through IS. Including: business strategy and IT, the impact of wireless technology, IT-enabled business transformation, network innovation and strategic alignment. CIO Development’s European participants enjoy an enhanced career development experience through the additional coaching and development inputs before and after attending the course in Boston.
The CIO Development package includes:
1. Career-track diagnostic completion and debrief
2. Career-track White Paper and pre-programme coaching discussion on expectations, outcomes and career impact.
3. Attendance of the Boston University Master Class for Tech Executives: Value Through Transformation (4 days delivered on campus in Boston, USA)
4. Post-programme debrief on outcomes and career next steps
5. Career coaching conversation approximately 3 months after the programme

“The week I spent at the programme will have a long-lasting positive effect on my business career. From the up-to-date curriculum to the world-class teaching staff, from the excellent class facilities to the high quality of professional networking, every aspect of the programme was outstanding and deserving of the highest accolades”
André Mendes, Global CIO, Special Olympics

The programme format
This highly interactive programme brings together the best of academic teaching and real business situations in a series of focused, structured workshops. Working individually and in teams, attendees analyse case studies and scenarios, and participate in exercises and discussions. Lunch and dinners are arranged to facilitate networking and lively discourse with faculty, staff and visiting executives.

Over the four days, the Master Class for Tech Executives will help you seize opportunities in this rapidly evolving landscape. You’ll use pioneering research from Boston University scholars to identify, weigh, and communicate the strategic competitive advantages shaping your agenda. You’ll study the best practices of top global companies, and their successes and challenges in creating value through disruptive innovation. And you’ll focus particularly on your responsibilities as a technology leader: understanding platform shift, positioning the IT organisation, measuring results, and leading truly transformative change. Further details of the different elements follow:

Platform Shift: what it means for the future CIO
• Understand the role of IT and social in the new business landscape.
• Examine coming transformations and develop new approaches to manipulating the business landscape.
• Recognise and know how to compete in winner-take-all markets and markets with network effects.

Performance KPIs for driving results
• Understand the link between key performance indicators (KPIs) to firm strategy.
• Utilise the analytical tools that indicate whether a new project will create value.
• Explore how the Balanced Scorecard can be applied in your organization.

The economic positioning of the IT organisation
• Learn how the IT function has evolved to become of greater strategic value to the organisation.
• Evaluate how IT creates value in your organisation and the strategy through which to capture the value created.
• Understand how economic pressures facing the organisation will drive further evolution of the IT function.

Managing disruption and change
• Understand the differences between disruptive and sustaining technologies.
• Evaluate strategies, processes, and tactics by which organisations can capture the value of disruptive types of innovation.
• Assess possible organisational responses to disruptions, with their associated risks and benefits.
• Analyse the CIO’s role in dealing with disruption and processes for overcoming cognitive inertia.

Customer value in an IT era
• Examine the notion of customer centricity and understand how firms move from a firm-centric to customer-centric business model.
• Explore what it means to be a ‘trusted advisor’ and the key principles involved in becoming an effective ‘trusted advisor’.

Implementation: building a strategy for getting things done
• Understand the issues associated with effective strategy formulation and implementation.
• Evaluate internal mechanisms that drive successful implementation.
• Assess how to enable implementation by designing organizational structure and enabling personnel.

Leading change and transformation
• Understand the changing nature of the competitive environment.
• Define the leadership capabilities you will need to perform in a dynamic environment.
• Assess your own capabilities against what is needed.
• Plan the implementation of a leadership agenda that will drive high performance.
• Learn how to build cross-unit relationships to deliver maximum performance.

Applications are being accepted now, CIO Development is happy to handle all the details and application process with the Boston University part of the programme for you.

Apply today for our European package, which includes The Boston University Master Class for Tech Executives: Value Through Transformation.

Rachel Onder is available to take your booking at rachel.onder@ciodevelopment.com
## The Boston University Master Class for Tech Executives: Value Through Transformation

### Schematic:

#### DAY 1  DISRUPTIVE INNOVATION

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30am - 8:30am</td>
<td>Continental Breakfast</td>
</tr>
<tr>
<td>8:30am - 9:30am</td>
<td>Welcome and Introduction</td>
</tr>
</tbody>
</table>
| 9:30am - 12:00pm | Platform Shift: What it Means for the Future CIO  
*Marshall Van Alstyne, Associate Professor/Dean’s Research Fellow. Information Systems*  
- Understand the role of IT and social in the new business landscape.  
- Examine coming transformations and develop new approaches to manipulating the business landscape.  
- Recognise and know how to compete in winner-take-all markets and markets with network effects. |
| 12:00pm - 1:00pm | Lunch                                                                    |
| 1:00pm - 4:30pm | Managing Disruption and Change  
*Jeffrey Furman, Associate Professor. Strategy & Innovation*  
- Understand the differences between disruptive and sustaining technologies.  
- Evaluate strategies, processes, and tactics by which organisations can capture the value of disruptive types of innovation.  
- Assess possible organisational responses to disruptions with their associated risks and benefits. |
| 4:30pm - 5:30pm | Welcome Reception                                                        |

#### DAY 2  CREATING VALUE

<table>
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<tbody>
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</table>
| 8:30am - 12:00pm | Customer Value in an IT Era  
*Melvyn Menezes, Associate Professor. Marketing*  
- Examine the notion of customer centricity and understand how firms move from a firm-centric to customer-centric business model.  
- Explore what it means to be a ‘trusted advisor’ and the key principles involved in becoming an effective ‘trusted advisor’. |
| 12:00pm - 1:00pm | Lunch - *Maryfran Johnson, Editor in Chief. CIO magazine & Events*         |
| 1:00pm - 4:30pm | Performance KPis for Driving Results  
*Edward Riedl, Associate Professor. Accounting*  
- Understand the link between key performance indicators (KPIs) to firm strategy.  
- Utilise the analytical tools that indicate whether a new project will create value.  
- Explore how the Balanced Scorecard can be applied in your organisation. |
| 4:30pm - 5:30pm | Project Work*                                                            |

#### DAY 3  DRIVING INNOVATION

<table>
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<tbody>
<tr>
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</tbody>
</table>
| 8:00am - 12:00pm | Social Media and Business Transformation  
*Chris Dellarocas, Professor and Chair, Information Services* |
| 12:00pm - 1:00pm | Lunch                                                                    |
| 1:00pm - 2:15pm | CIO Panel  
*Moderator: Rick Pastore, VP of Strategy, CIO Executive Council* |
| 2:15pm - 4:00pm | Project Work                                                             |
| 4:00pm - 5:30pm | Project Presentations                                                     |

#### DAY 4  LEADING CHANGE

<table>
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<tbody>
<tr>
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</tbody>
</table>
| 8:00am - 12:15pm | Leading Change and Transformation  
*Lloyd Baird, Professor/Chairman/Faculty Director, DBA Program, Organizational Behavior*  
- Understand the changing nature of the competitive environment.  
- Define the leadership capabilities you will need to perform in a dynamic environment.  
- Plan the implementation of a leadership agenda that will drive high performance. |
| 12:15pm - 2:15pm | Graduation Ceremony and Luncheon                                          |
Clients include

Abbvie
Aimia
Allen & Overy
Alliance Boots
Alliance & Leicester
Apax Partners
Arthur J Gallagher
Arup
Asda
Asos
Aspen Re
Associated British Foods
Atkins
Aviva
BA
BAE Systems
Balfour Beatty
Barclaycard
Barclays Group
Belron
Befair
BlackRock
BMA
Body Shop
BT Openreach
BUPA
Capital One Bank Europe
Centrica
CEVA Logistics
Chubb Insurance
Clear Channel International
Close Brothers
Cofunds
Colt Technology Services
Co-operative Group
Crossrail
Davis Langdon
De La Rue
Debenhams
Dentsu Aegis Network
Department of Work and Pensions
DeutschePost
DHL
Direct Line Group
Electrocomponents

Eli Lilly
Ernst & Young
Financial Conduct Authority
Financial Times
Foreign and Commonwealth Office
 Gatwick Airport
General Council of the Bar
General Motors Europe
Global Blue
Goldman Sachs
GSK
Guardian News & Media
Heathrow Airports
HM Courts and Tribunal Service
HMV
HSBC
IFDS
IHS
Inchcape
International Airlines Group
John Lewis
Johnson & Johnson Consumer
Johnson & Johnson Medical
Kimberly-Clark
Knight Frank
Kuoni Group
Ladbrokes
Land Securities
Leeds City Council
LGC
Linklaters Business Services
Lloyds Banking Group
Lotus F1 Team
M&G Investments
Mace Group
Man Group
Manchester University
Marks & Spencer
Mars
Marshall Wace
MBDA
McDonald’s Restaurants
Metropolitan Police
Meyn Foods
Ministry of Justice

MITIE Group
Musgrave Retail Partners
National Audit Office
National Grid
Nationwide Building Society
NBC Universal International
Network Rail
New Look
NHS Trust
Nomura International
Nuffield Health
O2
PayPoint
Pioneer Investments
Quintiles
R J Kiln & Co
RM Education
Rok
Royal Mail Group
RSA Group
RSPCA
SABMiller
Sainsbury’s
Save the Children
Schröders
Smith & Nephew
Sony Pictures Entertainment
Swire Oilfield Services
The Economist
Thomson Reuters
Towergate Insurance
Transport for London
TUI Travel
Unilever
University of Cambridge
Valuation Office Agency
Virgin Atlantic
Virgin Money
Visa Europe
Vodafone
Waitrose
Whitbread Group
Williams Lea
World Gold Council
Zurich Insurance

Transforming IT executives into business leaders