



## Customised in-company development for technology executives

### ABOUT US

CIO Development Ltd is an international leader in the professional development of IT executives, offering career development programmes, tools and workshops that are innovative, relevant and immediately effective.

Long-term alliances with Boston University Questrom Business School, thought leaders and influencers make our programmes among the most cutting-edge available in the industry. Founded in 1996, CIO Development has delivered executive education and development to hundreds of IT executives across the UK and Europe, for some of the world's greatest companies.

Organisations must be digitally minded and technology is a vital part of any business now. CIOs, IT and technology leaders have a huge part to play in making digital change a reality. Consumers and employees alike want a digital experience across all elements of any business they engage with, and they want it to be seamless. Developing technology leaders in the organisation is therefore more vital than ever. Surprisingly, however, technical and IT executives often aren't well catered for within general and broad-brush talent development programmes.

### HOW WE CAN HELP

We work in partnership with CIOs, senior executives and HR/Talent functions to design and deliver tailored programmes that develop technology leaders – and equip them with the skills and knowledge required to deliver change. A bespoke approach to leadership and team development allows you to include organisation specific topics, while developing a tightly bonded network of executives sharing common approaches, ideas and attitudes.

### WHY WORK WITH CIO DEVELOPMENT?

We are different. We don't deliver standardised courses and are extremely flexible. We have a deep understanding of our target audience and can design a bespoke programme that resonate and build the skills that today's technology executives need to succeed. We draw on world-renowned experts and work in a very engaging style, often adopting a team coaching model for delivery. Our objective is always to enable the organisation to get more value from its technology investment, whilst developing potential for career enhancement and advancement.

Brinley N. Platts | Chairman |  
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*Transforming IT executives  
into business leaders*

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Some key subject areas typically included in our bespoke programmes are:

<b>DIGITAL DISRUPTION</b>	How digital technology is changing the world - what does this mean for organisations, corporate IT teams and technology leaders?
<b>CUSTOMER CENTRICITY</b>	How putting the customer at the heart of the enterprise and operating model is essential in the digital world. How organisations are responding and what you should do.
<b>NEW MODELS FOR BUSINESS</b>	How businesses across all sectors are embracing and moving ahead with new business models – using techniques including agile project delivery to get ahead.
<b>INNOVATION &amp; BUSINESS CHANGE</b>	Delivering business change through the corporation by taking a strategic viewpoint. How do you enable innovation in a large established business?
<b>AUTHENTIC TECHNOLOGY LEADERSHIP</b>	Guiding the business through strategic change requires strong leadership; building authentic individuals and teams to lead is essential for IT and tech functions.
<b>CAREER PLANNING</b>	Surviving and thriving in the digital age of technology; what does this mean for individuals and teams? How can IT and tech executives make the most of the opportunity?
<b>POWERFUL NETWORKING</b>	Understand the importance of networking to getting things done, driving change and creating new possibilities for IT and technical careers.
<b>INFLUENCING</b>	Applying the findings of the world’s most respected influence guru, Robert Cialdini. We believe this is an absolute must for all technical professionals.
<b>ENGAGING COMMUNICATIONS</b>	Successful executives need to be skilled communicators with stakeholders, delivery partners, and their teams. Great communications are the key.
<b>DECISION MAKING</b>	Learn about a robust, modern, four step process based on the latest research that has been proven to help people make better decisions.

## CASE STUDIES

### 1. IT Function-Wide Management Development Programme

Three cohorts of senior and middle managers from a financial organisation operating in the UK were taken through a modular development programme within a six month period. The IT function was in the midst of a growth and expansion phase. The CIO needed to bring the expanded group together to act as a team and equip them with skills and knowledge that would give them a fast start to the integration.

CIO Development conducted detailed research interviews with stakeholders from both inside and outside the function including business partners, participants, learning and development and HR. The design and delivery of a modular development programme followed. This focused on the future role of technology and IT in organisations, working together to drive change, and practical tools of influencing, networking, stakeholder management, decision making and leadership.

Benefits included the participants:

- Understanding what was required to drive change in the organisation
- Feeling empowered and enabled to lead

- Becoming increasingly skilled in their ability to influence their business colleagues
- Networking more regularly amongst themselves and with their key stakeholders
- Communicating in an engaging way, leaving behind boring standard presentations
- Coping and adjusting in a turbulent environment
- Developing their authentic leadership style to drive the division to succeed in working towards a compelling future vision.

The modules were one or two days in duration, allowing for the application of ideas between modules as well as team bonding with overnight stays at an off-site venue. Each module built on the last to equip the team with skills, all linked to how to drive effective change in the organisation.

### 2. European IT Leadership Programme

A global leading supply chain and logistics organisation identified a need to develop their leadership thinking across the IT management population. The client wanted robust content that would challenge the participants to think about the value that they deliver to the organisation. The key to successful development of the programme was to be able to draw out the strategic links between the business of supply chain logistics and IT.

A challenging 5-day module was developed and then delivered to multiple cohorts in Germany over two years. The programme covered the business of logistics, industry dynamics, competitor analysis, strategic thinking, finance and IT innovation.

Benefits included the participants:

- Becoming more strategic in their thinking about the business
- Understanding the industry drivers in supply chain
- Enhancing their financial understanding, in particular for helping write better business cases
- Learning how to be strategic in their application of IT to driving business change
- Developing individual future focussed career plans
- Taking on projects that added tangible value to the organisation.

The programme became known as the 'IT Leaders' Programme' and was delivered successfully over a two year period. It received excellent feedback from multiple cohorts to satisfy the need in the target population IT management level, helping them to become leaders of the business.

### 3. High Potentials Development Programme

A group of next generation IT leaders were taken through a series of four separate but linked workshops delivered as group coaching centred on some essential leadership themes. The programme focussed on our own model of how to acquire leadership skills and so drive change.

This is practical, actionable learning that results, from the first workshop, in participants becoming increasingly confident leaders: individually, with their teams, and collectively with each other.

Benefits included the group:

- Becoming increasingly resilient in the face of set-backs
- Influencing stakeholders more effectively, using a range of strategies
- Networking more regularly, and systematically, with a wider range of senior leaders outside the IT function
- Communicating in a way that focuses on outcomes, rather than merely the transmission of information
- Increasingly shaping tactical actions that advance towards strategic goals

- Having a disciplined approach to decision-making
- Developing a method for maximising their productivity, while decreasing their 'busy-ness'.

All of this achieved in addition to enhancing their relationships with each other, discovering mutual interests in projects they had not realised were interlinked, increasing their mutual respect (personal and professional) – in a playful, yet serious, environment.

This learning was a critical step in their moving from being effective IT professionals within a particular discipline, to becoming leaders of the business. CIO Development has also worked with two leadership teams in this organisation.

### Some testimonials from clients and sponsors of our in-company and bespoke work:

*"I know we are seeing real value in terms of how we are working together as a team. I think we are materially in a better place since we started our sessions and when you consider our investment is only 4 days so far that's an impressive ROI."*

**Nick Lloyd**, Head of Investment Management Technology, Schroders.

*"CIO Development have supported and worked with the GM Europe senior IT executive team, coaching and supporting them through some incredible change. The development that was provided was outstanding and results were fantastic. I am more than happy to endorse the organisation!"*

**Alejandro Martinez**, VP & CIO, General Motors Europe.

*"We've got stronger leadership from those who attended the Academy. They want to have more of a business conversation with their colleagues; more of a CIO conversation. CIO Development are easy to work with: the whole programme was well-managed: the experts have all been first class"*

**Ian Bromwich**, Group CTO, RSA Insurance Group

We would love to hear from organisations who are also looking to develop their technical and IT executive teams, at whatever level. CIO Development is based in London with global reach and internationally experienced in delivering. We can work with CIOs, board level sponsors, HR functions or Talent management teams to design innovative and cutting-edge solutions.

### TO ENQUIRE:

Rachel Onder is available to arrange for individual discussions at [rachel.onder@ciodevelopment.com](mailto:rachel.onder@ciodevelopment.com) or on +44 (0) 7814 093239.

Go to <http://www.ciodevelopment.com> for further details.

We have worked with many of the most successful IT and technology leaders in the largest of organisations, to help them develop their teams as well as take control of their careers and personal contribution.

Over the last five years this includes CIOs, senior IT executives and other leaders from the following organisations:

Abbvie	Eli Lilly	MITIE Group
Aimia	Ernst & Young	Musgrave Retail Partners
Allen & Overy	Financial Conduct Authority	National Audit Office
Alliance Boots	Financial Times	National Grid
Alliance & Leicester	Foreign and Commonwealth Office	Nationwide Building Society
Apax Partners	Gatwick Airport	NBC Universal International
Arthur J Gallagher	General Council of the Bar	Network Rail
Arup	General Motors Europe	New Look
Asda	Global Blue	NHS Trust
Asos	Goldman Sachs	Nomura International
Aspen Re	GSK	Nuffield Health
Associated British Foods	Guardian News & Media	O2
Atkins	Heathrow Airports	PayPoint
Aviva	HM Courts and Tribunal Service	Pioneer Investments
BA	HMV	Quintiles
BAE Systems	HSBC	R J Kiln & Co
Balfour Beatty	IFDS	RM Education
Barclaycard	IHS	Rok
Barclays Group	Inchcape	Royal Mail Group
Belron	International Airlines Group	RSA Group
Betfair	John Lewis	RSPCA
BlackRock	Johnson & Johnson Consumer	SABMiller
BMA	Johnson & Johnson Medical	Sainsbury's
Body Shop	Kimberly-Clark	Save the Children
BT Openreach	Knight Frank	Schroders
BUPA	Kuoni Group	Smith & Nephew
Capital One Bank Europe	Ladbrokes	Sony Pictures Entertainment
Centrica	Land Securities	Swire Oilfield Services
CEVA Logistics	Leeds City Council	The Economist
Chubb Insurance	LGC	Thomson Reuters
Clear Channel International	Linklaters Business Services	Towergate Insurance
Close Brothers	Lloyds Banking Group	Transport for London
Cofunds	Lotus F1 Team	TUI Travel
Colt Technology Services	M&G Investments	Unilever
Co-operative Group	Mace Group	University of Cambridge
Crossrail	Man Group	Valuation Office Agency
Davis Langdon	Manchester University	Virgin Atlantic
De La Rue	Marks & Spencer	Virgin Money
Debenhams	Mars	Visa Europe
Dentsu Aegis Network	Marshall Wace	Vodafone
Department of Work and Pensions	MBDA	Waitrose
DeutschePost	McDonald's Restaurants	Whitbread Group
DHL	Metropolitan Police	Williams Lea
Direct Line Group	Meyn Foods	World Gold Council
Electrocomponents	Ministry of Justice	Zurich Insurance

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