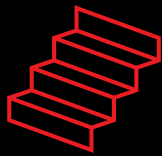


# Leadership Program

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At Emergn, we believe that people and companies can improve the way they work and achieve better outcomes by following three guiding principles:



DELIVER **VALUE**  
EARLY AND OFTEN



OPTIMIZE THE **FLOW**  
OF WORK END-TO-END



DISCOVER **QUALITY**  
WITH FAST FEEDBACK

Together, these principles reflect a pragmatic philosophy of the world of work that you can apply to transform your business or to grow professionally. To help you along the journey, we developed and continue to refine a trusted set of models, techniques and tools, along with unique guidance on concepts, frameworks and methods. We call it VFQ.

At Emergn, we believe that learning should be a life-long activity. More importantly, in the world of work, it should be a central part of an employee's journey from being a new joiner through the rest of their career.

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IN WORK LEARNING

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COACHING

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EDUCATION



Designed to educate senior directors, managers and functional leaders, this program enables you to develop a competitive edge in order to more quickly and effectively take your ideas to market. It will help your organization deliver better results and introduce new tools and methods to enhance your leadership.

The prevalence of software, technology and digital services has changed the way that products are being brought to market, and has given rise to many new and modern management techniques and behaviors.

The program is designed to help leaders understand and develop the mindset, skills, and capabilities, to shape an environment where people can become customer focused, innovative and agile. Participants will learn techniques and tools from many modern schools of management including Design Thinking, Agile and Lean, and align them with VFQ.

## Why the Leadership Program works

- The course is supported by the latest Emergn learning content
- It enables senior leaders to advance their company's delivery capability by further adoption and maturation of Agile practices for performance, responsiveness and competitive advantage
- The program is specifically designed to support leaders who are making a transition to better support digital business models
- The program asks participants to drive change through testing ideas and assumptions rapidly and effectively, which will be reviewed and discussed in a series of workshops
- The program necessitates a deep understanding of the principles and practices beyond application and necessitates that participants develop a solid understanding of their customer, market and product
- Throughout the program, participants will be supported with one-to-one guidance to further embed and support improvements

# Driving change

## Benefits of the Leadership Program

- Throughout the program, participants build on their initial ideas, creating a rich learning experience in context to their organization
- Participants learn how to prioritize based on business value and make the difficult trade-off decisions whilst keeping the customer in mind
- This program helps develop the culture and internal capability that is key to drive and sustain improvements through the organization
- The impact of the program will be more focused teams working on the most valuable initiatives and bringing them to market faster.

## Who is this program for?

The Leadership Program is designed for people who have responsibility for, or are involved in, leading or changing an organization that's undergoing transformational change.

This is for people who are looking to change the way their own organization runs. Participants will benefit from learning about the VFQ principles and how these elements can be improved through specific practices, techniques and principles, and how they are applied to increase the value of their products and services, optimize flow within their organization and improve quality with fast feedback to bring ideas to market faster.

## Cohort size

Because we are optimizing for learning, we limit each cohort to a maximum of 12 people, with a minimum of 8. We've found that doing this gives everyone a chance to ask questions, discuss and share ideas for changing the way the organization work.

## Time allowance

This program is designed to maximize the outcomes by applying the learning to real work while taking into consideration the demands on people's time.

The guided learning is planned for a period over 90 days with a 1/2 day kick-off followed by a bi-weekly schedule alternating between:

- 1.5 hours one-on-one guidance, followed by peer group coaching, and
- 2 hours of instructor facilitated workshops

In total, we anticipate that participants will need to dedicate around 2 hours weekly to the Leadership Program.

# 90 days

GUIDED LEARNING

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# 1.5 hrs/mth

ONE-ON-ONE GUIDANCE AND PEER COACHING

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# 2 hrs/mth

INSTRUCTOR FACILITATED WORKSHOPS

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# 2 hrs/wk

DEDICATED TO LEADERSHIP PROGRAM

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# Program outline

The program kicks off with a workshop to develop a shared understanding of the VFQ principles and to understand the senior leader role within this context. We then give an overview of the rest of the program. Each leader will be asked to identify and select a specific opportunity or challenge in their area as subject for improving on throughout the program.

The remaining bi-weekly workshop sessions are designed to consolidate learning, focus on essential practices and develop the overall change vision and narrative for how the organization will change.

In between the workshops, delegates will work with their peers and their teams to apply the VFQ principles to solve key problems.

## WEEK 0

### VFQ Foundations kick-off

#### Setting the scene, overview and setting expectations

This kick-off workshop covers the VFQ Foundations, introducing the guiding principles and essential practices necessary to drive change in digital transformative change. The senior manager and executive role in driving change will be introduced as well. The session concludes with a selection of a problem to solve or an opportunity to pursue throughout the program.



## WEEK 2

### Individual and peer coaching

#### Applying concepts and driving change in practice

Working together to discuss, support and reflect on change. First opportunity to get individual coaching support.

## WEEK 4

### Leading change workshop

#### Establishing adaptive governance and meaningful measurement

This 2-hour instructor led workshop is designed to consolidate learning and develop the overall vision and narrative for change. The session will cover different planning scenarios and how to design the necessary touch points and trade-off strategies to deal with change and how we adapt our plans accordingly.

## WEEK 6

### Individual and peer coaching

#### Pause and re-connect

Second opportunity to get both one-to-one support with focus on practical application. Peer group evaluation and progress reporting on the change topic.

## WEEK 8

### Leading change workshop

#### Lessons from application in practice

This workshop will be used to collect stories from the practical changes applied, consolidate learning and reflect on the progress made.

## WEEK 10

### Individual and peer coaching

#### Pause and re-connect

Third and final opportunity to get both one-to-one and peer group support to progress the selected change topic.

## WEEK 12

### Assessing impact of change

The final week's workshop session will conclude and evaluate the progress and focus on next steps and future change opportunities. This workshop will be used to collect stories from the practical changes applied, consolidate learning and reflect on the progress made.

## Examples of typical change topics

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### A TRANSITION TO A DIGITAL BUSINESS MODEL IS TYPICALLY BASED ON 5 MAJOR SHIFTS

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Organizing by products and value streams, not by function and department

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Funding capability for the long-term, not funding short-term projects

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Competing for value propositions, not budgets

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Governing for discovery, not for certainty

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Cultivating a culture of empowerment, not a culture of control

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To succeed with these shifts, there are many common problem leaders need to solve. The Leadership Program aims at resolving at least one of these per participant.

Examples of typical challenges and problems leaders face in attaining these shifts are:

- Big projects that creates long delivery times and 'too big to fail' scenarios
- Important work without business cases and people working around the system to get critical things done.
- Insufficient risk management with a tendency for management to focus on measures of false certainty
- Goals, incentives and focus centered around 'on time' and 'on budget' and not on 'delivering value' and 'the customer'
- Long time to deliver ideas and capacity blocked
- Relationship between IT and 'the business' not as productive as it needs to be
- Testing is always left until the end and is put under pressure to release poor quality working product
- Disengaged staff, no sense of ownership of the ultimate outcomes
- No culture of continuous improvement
- Staff feel disempowered to make improvements
- Staff feel disempowered to report issues
- Management too far from the customer to really understand the needs
- Frustration on not working on innovation and features that make a difference to customers
- Lack of understanding of the time it takes for new ideas to get delivered in the organization
- A lack of predictability in delivery
- Locally optimized improvement initiatives (e.g. functional optimization)
- Management too far from the work to really understand the issues – this includes the split between business and IT
- A perpetual feeling that you lack the right talent
- Lots of invisible work leading to do too much WIP, not enough focus
- Transformation work is platform-led, not customer-led or value proposition-led
- Teams oscillating between too much work and not enough work
- Poor working relationships between functional silos which results in blame
- Culture of 'upward' good news delivery
- Even though a lot of time passes, the end result is not what end users really want or need



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For more information about the Leadership Program, or any of our other pathways and programs, please contact us or visit [emergn.com](https://emergn.com)

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