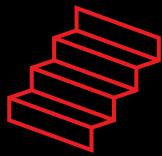


Leadership Program

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.

70 20 10

IN WORK LEARNING

COACHING

EDUCATION



This leadership program is designed to assist organizations adapt their ways of working to more effectively integrate digital solutions into product and service delivery. Through instructor-led workshops, self-study, and practical learning, senior directors, managers, and functional leaders will develop the mindset, skills, and capabilities needed to shape their organizations and thrive in conditions of uncertainty. It will equip them with the knowledge and skills to address the two fundamental questions:

1. Are you working on the most valuable things?
2. Are you working in the most productive ways?

The prevalence of software, technology, and digital services has changed the way products are consumed and developed. Companies need to adapt to new management techniques and behaviors in order to operate and thrive under these changing conditions.

Many organizations planning change programs and those already progressed are struggling to measure their value. The absence of consensus throughout the organization regarding the motivations for change, the definition of success, and the path to achieve it is causing frustration, inefficiency, and uncertainty regarding the next steps to be taken.

Why the Leadership Program works

- The program enables leaders to make the vital connection between the organization's design, the ways of working, and the learning needed to create effective, valuable, and lasting change.
- It enables leaders to understand their role and the changes in their behaviors needed to drive the necessary changes in their teams.
- It enables leaders to advance their company's delivery capability by further adoption and maturation of practices for performance, responsiveness, and competitive advantage.
- The program encourages participants to drive change by testing ideas and assumptions rapidly and effectively, which will be thoroughly reviewed and discussed in a series of interactive workshops.
- The program is designed around a deep understanding of the principles and practices beyond application for participants to develop a solid understanding of their customers, market, and product.
- Throughout the program, participants will be supported with one-to-one guidance to further embed improvements.

Driving change

Benefits of the Leadership Program

The program is rooted in developing a shared understanding of a common language and underlying mindset of the VFQ guiding principles. Value, Flow, Quality (VFQ) is our context-specific and outcomes-driven, game-changing approach to transformation. This unique approach has been built from the ground up to support enterprise-scale change and consists of the latest models, techniques, and tools for delivering work in an agile and effective way. VFQ focuses on real outcomes rather than the rollout of any one specific methodology and offers a set of scalable tools that deliver business results in the context of each organization.

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

Who is this program for?

The program is designed to help leaders align on the reasons driving change, identify the biggest constraint to change, and develop the mindset, measures, and mechanics needed to create adaptive, customer-centered product organizations.

Unlike generic leadership or agile programs, you will learn how to map an incremental journey for creating sustainable and persistent change across your organization underpinned by Emergn's VFQ guiding principles.

Cohort size

In our commitment to fostering optimal learning outcomes, we intentionally limit each cohort to a maximum of 12 individuals, ensuring a minimum of 8 participants. This approach guarantees that every member has ample opportunities to engage in meaningful dialogue, pose questions, and actively contribute ideas aimed at transforming the organization's ways of working.

Time allowance

The 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 experience is carefully structured over a 90-day timeframe, commencing with an engaging half-day kick-off session, and then progressing into a bi-weekly schedule of two-hour instructor-facilitated workshops. In total, we anticipate that participants, depending on their availability, will need to dedicate two hours per week to fully engage with the Leadership Program's content, ensuring a comprehensive and impactful learning journey.

90 days

GUIDED LEARNING

2 hrs bi-weekly

INSTRUCTOR FACILITATED WORKSHOPS

2 hrs/wk

DEDICATED TO LEADERSHIP PROGRAM

Program outline

Drawing on VFQ Foundations, our online course designed to help you reframe how you think about and approach your work, the program provides the framework for identifying the key drivers of change, and the role of the leader in enabling and driving change. Each session is designed to help inform your approach to developing the overall change vision, narrative, and essential practices for identifying and solving key problems.

Align on the goal, set the destination and shape the path

SESSION 1

Align on the problem to solve

In this critical introductory 4-hour workshop, you will work together to align the whole cohort with the primary drivers of change, the commercial goals and identify your most important problem to solve. All too often change programs have ill-defined goals, that cause ambiguous perspectives on what the change means, how you get there and how you measure it. This almost always results in paralysis of change at some point.

SESSION 2

Set and share your destination

To lead an organization and its teams through change, leaders must not only agree on the ambition, they must be able to convey what success looks and how to get there. For many this is new and setting a target when you are not clear on what good looks like, results in ambiguity and disjointed execution.

In this session you will set the target for change based on best practice and your strategic ambition.



SESSION 3

Shaping the change and orchestrating the plan

You will examine how uncertainty shapes key decisions and apply this to plotting your path. You will start to develop a roadmap where you will define the necessary conditions needed to reach your target, rapidly identifying and testing the riskiest assumptions and potential fail points for the initiative early in the process. You will review this roadmap in later sessions.

SESSION 4

Redefining the role of leaders

You will explore the responsibilities of leaders and the need to change the approach to leading in order to embed the necessary mindset, measures and mechanics for teams to thrive. You will examine the need and the constraints associated with taking accountability for your system of work and ways of working.

Mindset, measures, and mechanics for improving ways of working

SESSION 5

Establishing the mindset

This session will establish what a product mindset is and how to cultivate it. You will also explore the link between growth mindset attitudes and behaviors and the principles of VFQ.

SESSION 6

Delivering value early and often

You will analyze and understand how value is currently measured in your organization. You will explore how to define new, more customer-centered measures to ensure that your teams are working on the most valuable things.

SESSION 7

Optimizing flow end to end

This session looks at the importance of measuring value end to end, from idea to impact. You will create a value stream map to analyze your team's flow, learn about types of waste and how to reduce it.

SESSION 8

Using feedback to discover quality

You will explore how you use feedback loops with customers and teams across development cycles to improve the quality of decision making.

SESSION 9

Creating the environment

You will establish that creating motivated, empowered and productive teams requires an environment where your people feel psychologically safe to experiment and learn. You will examine the conditions needed and your role in creating them.

SESSION 10

Acquiring, developing, and retaining talent

This session looks at the need to change your approach to acquiring, developing, and retaining talent for your organization to thrive and the role of leaders and coaches in establishing a continuously evolving, structured learning environment.

SESSION 11

Show and tell

In the final workshop you will prepare a playback to peers and leaders of the roadmap that you will have been shaping from Session 3. This should include key learning, what learning is being or will be applied, along with the roadmap for continuing change.

Post program review

SESSION 12

Assessing the impact of change

A post program review session, where we will assess progress against the roadmap, identify areas for additional support, and make recommendations for your roadmap.

Examples of typical change topics

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

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

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

Competing for value propositions, not budgets

Governing for discovery, not for certainty

Cultivating a culture of empowerment, not a culture of control

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



For more information about the Leadership Program, or any of our other pathways and programs, please contact us or visit emergn.com

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