



NASHVILLE TECHNOLOGY COUNCIL EMERGING LEADERS in IT (ELITE) 2018 SYLLABUS

VISION AND PURPOSE

Nashville is the 4th hottest city for tech jobs, has the second strongest tech talent growth rate in the US, and is the fifth largest market for recent tech grads. While much attention has been focused on attracting talent to the area, one segment of the market has been underserved: developing the great people already in Nashville. As the technical talent pool continues to grow, we need to build our leadership talent that will attract, retain and strengthen the talent required for Nashville to be a recognized leader in technology.

Through the Emerging Leaders in IT (ELITE) program, the Nashville Technology Council is making an investment in developing technologists and equipping them with the knowledge and connections to be successful in a technology leadership role. This program does not intent to compete with various formal training programs, but rather provides an opportunity for both experienced and aspiring leaders to come together to collectively gain new skills, share knowledge, and build Nashville's leadership pool in the tech industry. Through formal instruction, community program activities, dialogue, and mentoring, the ELITE program provides information on the core skills required for people leadership and opportunities to use and refine those skills.

PROGRAM GOALS

- Create a sustainable support network for emerging IT leaders
- Provide coaching and mentorship to high potential leaders
- Increase retention by improving the leadership skills of front-line managers

PROGRAM BENEFITS

- An opportunity to develop leadership skills and be a part of a community project
- Learn and develop your leadership style working alongside experienced industry leaders
- Fantastic for networking with peers in your industry with the same goals

PARTICIPATION CRITERIA

- Must be located in the Nashville area
- Must be a technology professional
- Must be in one of the following categories:
 - A manager of individual contributors (i.e. not a manager of managers)
 - A project manager/team lead or individual contributor with no direct authority over team members
- Must be interested in developing into a leadership role or more advanced leadership role
- Must have a burning desire to focus on personal development

PARTICIPANT RESPONSIBILITIES / EXPECTATIONS

- To commit to learning
- To attend all training classes and associated practicum
- To thoroughly review any pre-reading materials
- To implement learnings in the workplace and bring back experiences, questions, and success stories
- To communicate with candor, objectivity, and intellectual honesty
- To commit to contribute to the community project, "leadership in action"
- To encourage dialogue and discussions through classroom and Slack forum
- To complete a survey at the completion of the ELITE Program to provide input on its successes, opportunities, and impact

MENTOR RESPONSIBILITIES / EXPECTATIONS

- To attend at least three practicums
- To lead relevant discussions in areas of interest and/or expertise
- To share insights and challenging circumstances, providing real-world perspective
- To encourage dialogue and discussions in meetings and through participation in the Slack forum
- To meet outside of the formal program interactions with at least one program participant
- To recommend resources for extended learning

TOPICS

The topics and materials presented in ELITE provide technology professionals an understanding of the roles and responsibilities of leadership and people management. This material is directly applicable to your work environment and an opportunity to practice these skills will be provided through a community project. Following each training session, a practicum and topic analysis will be held. Mentors join these sessions to advance dialogue and create a deeper understanding of how these topics materialize in the daily activities of a technology leader. The order of the topics is intentional, with the belief that the skills and material discussed will build upon the prior content, culminating in how they are used to Lead for Results.

The 2018 topics include:

- Networking Skills
- Leadership Fundamentals
- Effective Communication
- Team Management
- Change Management
- Lead for Results

Topics will evolve each year based upon feedback from participants and mentors, the evolving expectations of technology leaders in the market, and insights from educational institutions.

FORMAT AND SCHEDULE

The ELITE program is structured to provide a 6-part series of core materials through training sessions. The program is supported by mentors, technology executives based in Nashville who, along with the ELITE participants, engage in discussions and activities to help participants apply, practice, and expand their thinking on these materials.

Training Sessions

There will be six training sessions, each focused on one topic, designed with the primary intent to provide participants materials on core skills required of someone in a technology leadership role.

- Training sessions will be scheduled monthly and last 2.5 hours
- Class will begin promptly at 7:30 am
- Some classes will have pre-work, short videos or articles to read to prepare for the class. This pre-work will be no more than 20 minutes in length and is to be completed before class begins.
- Attendance in the training sessions is mandatory for successful completion of the program

Practicums & Topic Analysis

Approximately two weeks after each training session there will be a working session with participants, volunteers and mentors to expand upon the information gathered in the training sessions and discuss real-world application.

- Participants are expected to implement what they have learned in the training sessions and bring back questions and lessons learned to the practicum to share with peers and mentors
- These sessions will include time for networking and planning the community project
- Each Practicum will last 1.5 hours
- Sessions will begin promptly at 7:30 am

Community Project

Participants are expected to engage in a community project as a team outside of the scheduled meeting times as a means to put these leadership skills in action. Multiple teams will be formed. Each team will define and deliver a project to advance a goal for an educational institution in the Nashville area. Our first cohort, participants from the 2017 ELITE Program, engaged with a local university explore careers in technology with their students. The 2018 cohort of ELITE participants will learn more about this project as inspiration for their projects, but are not expected or required to follow this same model.

- Community project planning time will be provided during some, but not all, of the Practicums
- The community project must be completed by October 15, 2018
- Participation in the community project is required for successful completion of this program

Mixers

During the ELITE program window, Mixers will be scheduled in the evening to bring together mentors and participants in an unstructured and open setting. These provide the opportunity to further build relationships, practice critical networking skills in a safe, friendly environment, expand discussions beyond the program content, and celebrate program achievements. Two mixers are included in the initial schedule. More will be added as appropriate.

Slack Online Community

ELITE includes a dedicated Slack channel for the use of the Participants and Mentors. This forum continues the conversation outside of the face to face meetings. In the channel, you can ask for advice, contribute to a discussion, plan your community event, mention a job opening available in your firm or build relationships with other ELITE members. Each person will be provided a personalized login to the channel which will be active throughout the program.

The ELITE 2018 meeting schedule is as follows:

All meetings will be held at:

Nashville Technology Council
500 Interstate Blvd
Nashville, TN 37210

Sessions	Topic / Description
Training 1: April 19 7:30 – 10:00 am	Program Kickoff & Networking Skills: Myths of networking, building a networking plan, your elevator pitch, and online networking hints
Mixer – Kickoff for Cohort 2 April 26, 2018 Time: TBA	Kickoff the ELITE program in this Informal setting to network with ELITE participants, ELITE program mentors and ELITE Leadership Committee
Practicum 1: May 3, 2018 7:30 – 9:00 am	Practice networking skills while learning about the 2017 Cohort Community project and begin to define your project and team members
Training 2 May 17, 2018 7:30 – 10:00 am	Leadership Fundamentals: What a people leadership job really means. What you need to do to be successful including taking care of people, getting work done through other people, and measuring that work

Practicum 2 June 7, 2018 7:30 – 9:00 am	Discuss the challenges of leadership including the pressures of a leadership role, shifting your mindset from doing to working through others, giving feedback and more.
Training 3 June 21, 2018 7:30 – 10:00 am	Effective Communication: Understanding how personality types, communication styles and culture can influence and inhibit effective communication. This session will include providing you a personal insight into your personality and style.
Practicum 3 July 12, 2018 7:30 – 9:00 am	Reflection and dialogue about crucial conversations in the workplace and how to prepare for and approach them. Topics include project delays and changes, management changes, staff reductions and negotiations.
Training 4 July 26, 2018 7:30 – 10:00 am	Team Management: Techniques for team v. individual communication, building trust, shared leadership, aligning goals and managing across organizational lines.
Practicum 4 August 9, 2018 7:30 – 9:00 am	Tackling topics such as how to move from co-worker to manager, delegation, interventions, and rebuilding trust after it has been broken.
Training 5 August 23, 2018 7:30 – 10:00 am	Change Management: As technologists, we use change management to introduce new capabilities, but we can lose sight to the people aspects of the change our technology introduces. In this session we will discuss the impact of tech changes on culture, process, and the operating model and give techniques to assess tolerance for change and innovation
Practicum 5 September 6, 2018 7:30 – 9:00 am	This practicum will begin with case studies on how technology change was introduced with human change management techniques providing practical ideas on how to prepare your team and organization for shifts caused by technology.
Training 6 September 20, 2018 7:30 – 10:00 am	Leading for Results: Leaders drive results. In this session the focus will be on how to deliver against a strategy, request resources, make trade-off decisions and present results.
Practicum 6 October 11, 2018 7:30 – 9:00 am	An opportunity to pull together all of what has been learned through training, the community project and leveraging these skills in the workplace.
Mixer – End of Cohort Celebration October 18, 2018 Time: TBA	Program conclusion and celebration including a readout of community programs