Without doubt, information and communication technology (ICT) is the biggest disruptive force confronting most organizations and their leadership teams today. And it is not just large organizations but organizations of all sizes, including the public sector, that are being impacted by the inexorable advances in technology. Most businesses today are – or, at least, are becoming – digital businesses. No industry, it seems, is immune to the realities where business models, business processes, value proposition, customer experiences, products, services, and management practices have been – or are being – transformed by the internet and other digital technologies.

CEOs and their CxO colleagues play a pivotal role in determining whether or not their organizations exploit the innovative opportunities provided by IT. In particular, realizing value from IT requires the leadership team's attention and oversight. The leadership team sets the tone for IT, and their active participation determines whether their organization optimizes a return from spending on IT. Most do not seem to understand this, or quite know what they should do. The objective of this one-day booster is to provide guidance for you to successfully navigate the digital landscape.

Of course, business executives often feel very exposed when having any conversations to do with IT, as they do not consider themselves to be technically literate. They can certainly be forgiven for being overwhelmed with the never-ending stream of new technologies and buzzwords that emanate from the IT industry: cloud, apps, big data, analytics, mobility, consumerization, BYOD, social media, smart machines, the internet of things... The easiest response, and perhaps what might seem most logical, is to delegate – or more often, abdicate – responsibility for anything IT to the chief information officer (CIO) or IT director. This is a big mistake: IT decisions are fundamentally business decisions.

APRIL 28, 2017
ESMT CAMPUS, BERLIN

ONE-DAY BOOSTER:
IT FOR
LEADERS

Change your perspective regarding IT: IT decisions are business decisions

KEY BENEFITS

This course seeks to change your perspective and "frame of reference" regarding IT. This is not simply about thinking differently about IT, although that is a necessary pre-condition, but about doing things differently in your organization. As a business leader you must recognize and accept your accountability for creating and sustaining value from IT investments and driving that accountability down through the organizations.

EIT
FACULTY

JOE PEPPARD

is professor and head of the practice group Information and Communications Technologies at ESMT. Additionally, he is an adjunct professor at the University of South Australia. The focus of his research is in the area of information, information systems, and information technology. Through his research he seeks to challenge dominant orthodoxies, as he believes that these contribute significantly to the problems that organizations have in leveraging digital technologies, both operationally and strategically, and ultimately in optimizing the value delivered from digital investments. He has published widely in academic, general business, and management journals and regularly presents his work at international conferences. His most recent books include *Digital Leadership for Boards and C-Suites* and *The Strategic Management of Information Systems: Building a Digital Strategy.* He is an associate editor of the *International Journal on IT/Business Alignment and Governance,* an editorial board member of the *European Management Journal* and *MIS Quarterly Executive,* and was previously European editor of the *Journal of Information Technology.* In his consulting, Joe has worked closely with senior executives and board members of large complex organizations in both the public and private sectors. He also works with a number of technology companies, helping them with their strategies, market positioning, and growth.

WHO SHOULD ATTEND

Executives who want to profit from the value creation of their IT investments.

TOPICS INCLUDE

✓ **Unlocking value from IT investments**
✓ **Managing the IT investment portfolio**
✓ **IT strategy and innovation**
✓ **Leading the digital enterprise**

METHODS

IT for Leaders (EIT) consists of interactive lectures, group work, reflections on situations with regard to IT, case and article discussions.

POSTGRADUATE DIPLOMA IN MANAGEMENT

EIT is part of the cluster Management of Technology and Strategy and counts toward 1 of the 18 days necessary to gain the diploma. For more information go to: www.esmt.org/postgraduatediploma

TUITION € 1,100*

ADMISSIONS MANAGER

Our admissions manager, Michaela Bodner, will be glad to answer any questions you might have regarding this program:
+49 30 212 31 1045 · michaela.bodner@esmt.org

PROGRAM MANAGER

With respect to the program's organization and your accommodation during the program, please contact the program manager, Henriette Kressner:
+49 30 212 31 1603 · henriette.kressner@esmt.org