



GREATER NASHVILLE TECHNOLOGY COUNCIL

Emerging Leaders In Technology (ELITE)

2019 SYLLABUS

VISION AND PURPOSE

The greater Nashville area continues to raise its profile as a great location for employers. Over the past five years, the tech workforce has increased 30%, outpacing national growth by double digits. The Middle Tennessee tech workforce growth is projected to outpace the national tech workforce growth by 78% over the next five years (source: Greater Nashville Technology Council 2018 Annual Report). As the technical talent pool continues to grow, leadership talent is required to attract, retain, and strengthen the uniquely Nashville technology spirit. This program addresses an area which has been traditionally underserved: developing the technology talent already in Nashville to become the leaders needed to support this thriving technology community.

Through the Emerging Leaders In Technology (ELITE) program, the Greater Nashville Technology Council is making an investment in equipping technologists with the knowledge and connections to be successful in a technology leadership role. This program provides an opportunity for both experienced and aspiring leaders to come together to collectively gain new skills, share knowledge, network, and build Nashville's leadership pool in the tech industry. Through formal instruction, community program activities, dialogue, and mentoring, the ELITE program provides an education on the core skills required for people leadership and opportunities to use and refine those skills.

PROGRAM GOALS

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

PROGRAM BENEFITS

- Self-awareness of your current leadership style and tools to make it what you wish it to become
- Networking and lasting connections with other leaders
- Knowledge and insight from local technology executives about the art of working with people and the lessons learned from their choices
- Creating a meaningful impact in the Nashville technology community through the completion of a community project with other members of the program

PARTICIPATION CRITERIA

The program content is best suited for individuals in technology who are either currently in an individual contributor position and desire a career path into a leadership role or who are new to a people leadership role, preferably less than 3 years in role.

- Must be located in the Greater Nashville area
- Must be a technology professional
- Must be a NTC member
- 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
- Must have the necessary personal and professional support to commit to the six-month program

PARTICIPANT RESPONSIBILITIES / EXPECTATIONS

- To commit to learning and setting SMART goals for your participation in the program
- To commit to action by working with a mentor through the program to report on your performance against those goals
- To attend **all** training classes and associated practicums held twice per month on Thursday mornings from April through September. Attendance will be taken. More than two absences may result in not meeting the eligibility requirements for successful completion of the program
- 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 and the Program Kick-off Mixer
- 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 the 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 role 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 initially scoped 2019 topics include:

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

Topics will evolve based upon goals set by the 2019 Cohort participants, feedback from prior Cohort participants and mentors, and the changing expectations of technology leaders in the market.

FORMAT AND SCHEDULE

The ELITE program is structured to provide a 6-part series of core materials through training sessions. It is preceded by a goal setting session to give participants clarity and focus during the time in the program. Mentors, technology executives based in Greater Nashville, will join the ELITE participants in practicums to 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 as outlined above, 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 and mentors to expand upon the information gathered in the training sessions, discuss real-world application, and work through activities to translate theory to practical use.

- 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 2 hours
- Sessions will begin promptly at 7:30 am

Goal Setting a Path to Leadership

In 2019, a mandatory preparation session has been added to the program. This Goal Setting session, held on March 7, 2019, is intended to ensure that each participant realizes personalized, pre-defined results from the program. This meeting will discuss goal setting techniques and include a review of and Q&A on the Program Expectations and the Syllabus. At the completion of this meeting, each Participant will be asked to create two SMART goals for the 2019 ELITE Program.

Throughout the Program, each Participant will reflect upon their progress against these goals and be accountable to report progress to their mentor. A mentor may be selected from an existing network or provided by the program. The ELITE Advisory Board will review the goals to ensure that the content of the Training and Practicums & Topic Analysis contribute to the advancement of all participants' goals.

No later than End of Day, Thursday March 14, 2019, each participant will be expected to provide to the Advisory Board an electronic version of their two program goals. The goals should include any measures, deliverables, or artifacts that will be provided at the end of the program to demonstrate the work towards attaining them. At this time the participants will also indicate whether they wish the program to match them with a mentor to hold them accountable to these goals. More details about this process will be provided in the March 7th session.

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. At the beginning of the program, different community projects available for the 2019 Cohort will be presented and the expected outcomes defined. Individuals will select in which area they would like to participate. Our projects include engaging with students at local schools and universities as well as other programs and initiatives as determined by the Greater Nashville Technology Council.

- Community project planning time will be provided during some, but not all, of the Practicums
- The community project must be completed by October 1, 2019
- 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 may be added as appropriate.

Slack Online Community

ELITE includes a dedicated Slack channel for the use of the Participants and Mentors. This forum is leveraged for communication of logistical information and continues the conversation outside of the face to face meetings. In the channel, one can ask for advice, contribute to a discussion, plan the community project, promote a mention a job opening or build relationships with other ELITE members. Information about pre-work, related materials and any class changes will be communicated through Slack. Each person will be provided a personalized login to the channel which will be active throughout the program. The Slack Channel link will be provided when the Cohort begins.

Meeting Locations

All Training Sessions and Practicums will be held at Tech Hill Commons.
Mixer locations will be announced at a later date.

Tech Hill Commons
500 Interstate Blvd
Nashville, TN 37210

2019 Meeting Schedule

Session	Topic / Description*
Goal Setting Session March 7, 2019 7:30 – 10:00 am	Program Kickoff and Goal Setting How goals are made, how goals are missed, and how goals can be lifechanging when properly implemented.
Training 1: April 11 7:30 – 10:00 am	Networking Skills and Community Projects: Gain experience in the techniques of networking with peers. Learn about the options for the 2019 Cohort Community Project, and begin to define projects and assemble team members
Mixer (Practicum 1) April 24, 2019 Time: 5:00 – 7:00 pm	Participants will have the opportunity to use the skills gained in the first training session to network with ELITE participants, ELITE program mentors, and the ELITE Leadership Committee.
Training 2 May 9, 2019 7:30 – 10:00 am	Leadership Fundamentals: What a people leadership job really means for you and those that report to you.
Practicum 2 May 23, 2019 7:30 – 9:30 am	Discuss the challenges of leadership with the mentors, gaining insights on what has and has not worked for them in different situations.
Training 3 June 6, 2019 7:30 – 10:00 am	Effective Communication: Understanding how personality types, communication styles, culture, and presentation styles can influence and inhibit effective communication.
Practicum 3 June 27, 2019 7:30 – 9:00 am	Reflection and dialogue about crucial conversations in the workplace and how to prepare for and approach them.
Training 4 July 11, 2019 7:30 – 10:00 am	Team Management: Techniques for team v. individual communication, aligning goals and managing across organizational lines.
Practicum 4 July 25, 2019 7:30 – 9:30 am	Tackling topics which affect team dynamics and its success in goal attainment.
Training 5 August 8, 2019 7:30 – 10:00 am	Change Management: As technologists, change management techniques are used to introduce new capabilities, but the way change affects people is not always understood nor addressed. This session provide insights on the human impacts of change.
Practicum 5 August 22, 2019 7:30 – 9:30 am	This practicum discuss how technology change creates the need for technology leaders to also address human change management.
Training 6 September 12, 2019 7:30 – 10:00 am	Leading for Results: Leaders drive results. In this session the focus will be on how to bring together all the content learned to date in a way to deliver business impact.
Practicum 6 September 26, 2019 7:30 – 9:30 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 10, 2019 Time: 5:00 – 7:00 pm	Program conclusion and celebration including a readout of from each of the Community Project Teams.

*Topics and content subject to change dependent upon insights gathered from a review of the 2019 Cohort Participants' goals.

CONTACT

For questions and information concerning the ELITE Program and/or NTC membership, please contact Jacqui Logan at jacqui.logan@technologycouncil.com.